FAST FASHION: THE DYNAMIC CAPABILITIES UNDERLYING PROJECT MANAGEMENT IN THE UK FASHION INDUSTRY SMEs

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by

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Fast Fashion: The Dynamic Capabilities Underlying Project Management in the UK Fashion Industry SMEs

Sonal Godhania

Abstract

The UK Fashion Industry (FI) is both volatile and fast-changing. Notably, the clothing and jewellery industry contributes £16 billion annually to the UK's revenues. However, small and medium-sized (SMEs) fashion companies are stressed to survive the harsh global competition. The companies have to manage their routine projects, thinking constantly about keeping their market position and how to develop further in their industry. Thus, the FI requires an in-depth understanding of the success factors to survive in this competitive marketplace. A detailed literature review has been conducted to discover the background of the FI and also to understand the basic requirements of daily operations and strategies used for development and growth.

As there is not much empirical study available in the area of FI, a qualitative exploratory study has been chosen as the research methodology for this particular research. A multiple case studies approach was chosen to cover eight case studies located in Leicester, Luton and London. The study is interpretative and social constructionism is its philosophical approach; and hence, the context of the study has to be interpreted in its own ethnographical setting, why and how participants construct the meaning of project management (PM). This data triangulation provided the study qualitative credibility of the findings.

The data analysis found four main themes, comprising fifteen sub-themes. ‘PM capabilities’ is the most important theme for completing the daily routine operations; these are also highly utilised in the UK FI SMEs. ‘Sensing new opportunities’ is the second important theme for advancing further; these are utilised by SMEs to remain up-to-date with the market environment. ‘Manufacturing capabilities’ is the third theme found helping SMEs with their routine manufacturing base in the UK: how they extended their trade through manufacturing. ‘Jewellery industry (JI) capabilities’ is the fourth theme helping the JI to outsource and deal with trust and relations in their trade.

The study contributes to the UK FI SMEs by suggesting Dynamic Project Management (DPM) approaches specific to each industry, namely, the clothing, jewellery and designer industries. Research findings also suggest that new dynamic strategies need to be sensed, adopted and learned for the development and survival of these SMEs. The benchmarking tool, provided through status categories, will guide any company in the FI to compare its progress and take steps for further development. PM tools and techniques suggested for use by these FI SMEs will also help them with further improvement in project operations.

Author's Declaration

I hereby declare that this thesis is my own unaided original piece of work. It is not been submitted before for any degree or examination in any other university.

Name of candidate: Sonal Arjun Godhania Signature:

Date: - 08-03-2016

Conference Paper Presentations

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Dedication

This thesis is dedicated to Shrimant Dagdusheth Ganpati and Chamunda Maa the most merciful and compassionate. It is also dedicated to Late Dhaniben Menand Keshwala (Grandmother), Arjun Laxman Godhania (Father), Jethiben Menanad Keshwala (Mother), Shantaben Arjun Godhania (Mother) and Khimabhai Arbham Visana (Father-in-Law).

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List of Abbreviations

CD	Cloth Designer (case study)
CMT-1	Cut Make Trim unit-1 (case study)
CMT-2	Cut Make Trim unit-2 (case study)
CMTs	Cut Make Trim both units 1+2 (case studies)
DB	Designer Brand (case study)
DC	Dynamic Capabilities
DI	Designer Industry (jewellery and clothing designers from the cases)
FI	Fashion Industry
IS	Information Systems
JD	Jewellery Designer (case study)
JI	Jewellery Industry (cases from my study: designer brand, wholersaler-1, wholersaler-2, retailer)
PM	Project Management
PMIS	Project Management Information Systems
RBV	Resource Base View
RD	Research and Development
RT	Retailer (case study)
SCM	Supply Chain Management
SME	Small and Medium-sized Enterprise
VRIN	Valuable, Rare, Inimitable and Non-substitutable
VRIO	Valuable, Rare, Inimitable and having Organisational focus

W-1 Wholesaler-1 (case study)

W-2 Wholesaler-2 (case study)

CHAPTER ONE: INTRODUCTION

1.1 Background

The researcher has been professionally involved in the fashion industry for last fifteen years: as a clothing designer and wholesaler in India (2001-2005), clothing designer in Tanzania (2005-2008) and jewellery merchandiser in a UK jewellery store (2008 to date). Academically, the researcher has a Bachelor's degree in business and commerce from the University of Pune, India, and a Master's degree in Information Systems and business management from the University of Bedfordshire, UK. For the last five years, the researcher has been interested in project management (PM) in the UK fashion industry (FI).

Researcher work's professionally with a jewellery store while being a researcher, so she is aware of all their operations. Working with the jewellery store has qualified researcher in working with all departments and different operations of the jewellery industry, such as sales, manufacturing, back office and information systems. This has provided me with detailed information about what it is like working with each operation in the jewellery industry. Researcher's profession in the jewellery industry has enabled her to experience the reality of UK jewellery SMEs, providing her the confidence in making judgments on the theory based on project practices. As a result, researcher has used her experience to achieve the research objectives for this study.

1.2 Significance of the study

The UK fashion industry consists of clothing, footwear, jewellery and watch industries. The UK FI contributes £59 billion and UK consumers spend £900 per year on fashion accessories in terms GBP; clothing being one of the basic necessities, its demand has always increased in terms of GBP year on year, as reported by the UK government's Office of National Statistics (ONS, 2014). It is also the main source of employment in many parts of the country, with history showing the glory of textile and real jewellery manufacturing in the UK.

During the period of the World Trade Organization (WTO) Agreement on Textile and Clothing (ATC) 1994-2004, the FI's contribution to the economy slowed down (Lane, 2005). FI has passed through many recessions, and competition for cheap labour due to increase in the UK wage rate (Jones and Hayes, 2004). This pushed UK retailers to adopt options such as outsourcing manufacturing to cheap labour countries in Asia, in order to compete against cheap prices. Slowly, manufacturing started to shift to Asian countries like China, India, Bangladesh and Pakistan, in search of cheap manufacturing. Much research shows that 75% of manufacturing shifted to these countries, by the UK's giant retailers like Marks & Spencer (M&S), Primark, Matalan and Hennes & Mauritz AB (H&M) (Barnes and Lea-Greenwood, 2006).

With the benefits of outsourcing to Asian countries, disadvantages came too, in customer service demands of the industry like long lead time, and inability to provide products quickly for fast-changing designs required on the retailers' shelves. As the internet and social media have brought fashion to its widest exposure, consumer demand has also increased in order to satisfy their fashion needs. Consumers demand new and innovative designs in a short time span with best finishing quality, which is lagging behind in outsourced fashion garments and jewellery (Barnes and Lea-Greenwood, 2006).

Furthermore, UK retailers are forced to think strategically for the solutions to reduce lead time and improve the finishing quality. UK consumers are ready to pay extra for better quality and innovative or niche designs; this made retailers start up their manufacturing units again in the UK. However, large retailers were unable to handle manufacturing of the garments alongside retailing, so the designing and manufacturing is given to different small and medium-sized (SMEs) units. This allows the retailer to concentrate more on selling and merchandising projects, and designing and manufacturing projects are outsourced to other SME units.

1.3 Nature of the research problem

There is great deal of literature review focusing on FI, which mostly concentrates on supply chain management (SCM) (MacCarthy and Jayarathne 2010; Jones and Hayes 2004), while others have aimed at quick response as a strategy for controlling costs (Yan et al., 2008), rapid manufacturing (Bingham et al., 2007), or gaining manufacturing competitiveness through manufacturing planning and control systems (Wacker and Shue, 2006). Other research concentrates on implementing total quality management (TQM) with SMEs (Ghobadian and Gallear, 1997), implementation of enterprise resource planning (ERP) in SMEs for global completion and controlling operations (Malhotra and Temponi, 2010), implementation of electronic data interchange (EDI) in Portuguese clothing and textile SMEs (Dhillon and Caldeira, 2000), or SMEs in clothing and textile industry with activity based costing (ABC) and activity based management (ABM) model (Hughes, 2005). However, all these management concepts are too complicated for SMEs, which do not use any management systems: they need a simple start to their small projects.

SCM deals with the management of the flow of goods, managing the movements from the point of origin like raw material handling, manufacturing, to the point of consumption. SCM is also responsible for the process and system to avoid polluting

environment, health and safety of employees, natural resources and converse resources which are economically viable, creatively and socially rewarding to all the people such as consumers, communities (Diabat et al. 2014). SCM is also linked to sustainable development through collecting used good (reverse logistics) (Diabat et al. 2014).

SCM consists of selling, distribution and logistics; none of these operations are part of UK FI SMEs and they need help with SCM's simple sub-divided operations. Chopra and Meindl (2007) Most of the FI research only concentrated on the clothing and textile industry advancing in rapid manufacturing or quick response, some gaining manufacturing competitiveness. Previous research has ignored the management aspect of the jewellery industry, especially in jewellery industry (JI) SMEs.

So, this research focuses on using projects and project management in SMEs in the UK FI SMEs. However, management alone will not help the dynamic and fast-changing FI; it needs strategic thinking involving keeping up with this ever-changing industry. Thus, dynamic capabilities (DC) which is a strategic management theory, is applied in the study. The logic behind selecting DC is made clear by looking at its definition. DC is defined as how the current stock of valuable resources can be refreshed in the changing environment, "addressing how valuable, rare, difficult to imitate and imperfectly substitutable resources can be created and how the current stock of valuable resources can be refreshed in changing environments" (Ambrosini et al., 2009). The FI needs DC features on which it can stand apart to survive in the latest hyper market competition (Frasquet et al., 2013).

Figure 1.1 indicates the literature review done for this study, numbered according to the order of importance or relevance. Literature area 1 (PM as DC in FI UK SMEs) shown in the centre of the figure was the most relevant for this study, however there is no such literature at this time. For literature area 2 (UK FI SMEs), there is much research on the FI from the supply chain management perspective; others are

discussed in the above section and in chapter 2, the literature review. Literature area 3, DC in UK FI SMEs, is a newly developing theory but has grabbed the attention of many researchers; DC has existed for the last twenty years. There has been much research done on DC; similarly there is literature found with (2+3) DC and SMEs, and DC and UK FI SMEs.

Literature area 4, PM, has been established theory for the last fifty years, with much research on the topic. Literatures 3+4 started developing the concept of "PM as strategy" in the last fifteen years; there has been little research linking PM to strategic management theory of resource based view (RBV) and DC. Further, little research has concentrated on implementing PM in SMEs, which is discussed in detail in chapter two. Further, none of the researchers have concentrated on PM in UK FI SMEs, so there is a lack of existing literature on this topic.

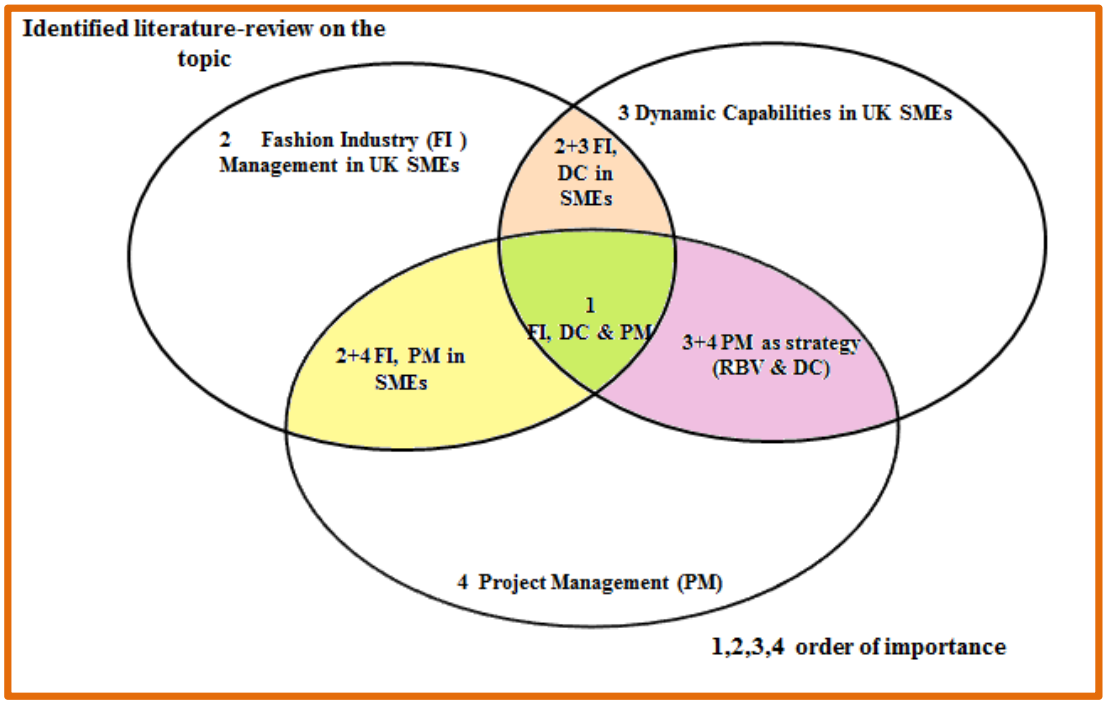


Figure 1.1 Identified literature review for the study

It is apparent that there is a lack of existing literature on this topic. So, the topic needs initial exploration of DC and PM in UK FI SMEs. The study has taken a qualitative approach to investigation, the research posing questions starting from "how" and "why" as there is little known about PM in UK FI SMEs. As the topic is under-researched and little is known about the subjects, the research approach taken is interpretative with an unstructured research design. The study took the theoretical lenses of RBV and DC which made the research design make a path for literature review of the study. The pilot study was conducted to understand the context, the use of PM and DC in the UK FI SMEs addressing the first three objectives. Qualitative data were analysed by using thematic analyses.

1.4 Purpose and scope

The study explores PM approaches and the meaning of PM strategies in UK FI SMEs. The study also identifies which PM strategies (DC) which are used for these fast-changing UK FI SMEs. Due to lack of literature presenting PM in UK FI SMEs, it was essential to analyse the PM practises used. The following aim and objectives were framed in order to conduct the exploratory study of UK FI SMEs.

The aim of the study is to analyse and understand Dynamic Capabilities underlying Project Management in the UK FI SMEs.

To achieve this aim the following four objectives are set for the study:

1. Analyse PM capabilities used by the UK FI SMEs.
2. Analyse and understand how these capabilities develop over time in the UK FI SMEs.
3. Analyse the drivers and barriers in developing PM capabilities in the UK FI SMEs.

4. By analysing literature - linking PM and DC, and understanding the UK FI SMEs, make suggestions to the case companies.

There are three methods for any given research, qualitative, quantitative or mixed method approach; qualitative exploratory study is used to explore PM in UK FI SMEs. Epistemology deals with knowledge; what we know and how we know; so the study is selected to be conducted in FI due to researcher being familiar with the industry. How to conduct the research is rooted in two different paradigms, and this is a long-standing epistemological debate. An exploratory research is done using qualitative and naturalistic approaches to holistically and inductively understand human experience in a context-specific setting. To explore PM approaches in UK FI SMEs, study cannot employ a logical-positivist method which uses quantitative survey and experimental methods to test the hypothesis available in the literature through-deductive generalisations (Crotty, 2003; Patton, 1990, p. 37).

The researcher's relationship to the subject is described by research epistemologies. The researcher is independent and distant, deductive, objective and context-free, as per the scientific approach in the positivist approach. The researcher interacts more with those being researched (Creswell, 1998), the approach is viewed as inductive, contextual, subjective with the researcher interacting more with the participants in qualitative interpretivist paradigms (Gioia et al., 2013). Exploratory case studies are more suitable when the available literature or existing knowledge base is poor, offering no clues for conceptual frameworks (Saunders et al., 2011). A micro approach is required to understand the PM phenomenon in UK FI SMEs, as knowing all the fine grain information in their natural settings is not possible through quantitative paradigms (Sinkovics et al., 2005). Observations or fieldwork have studied daily project operations in UK FI SMEs which cannot be covered through only interviews (Piekkari et al., 2010; Meyer, 1991). A case study is the most suitable method for the

study, so multiple cases are selected for the purpose of this study (Beverland and Lindgreen, 2010).

Access to case companies was obtained through the researcher's personal contacts, working in the jewellery industry, cloth manufacturers and designers. Finally, eight case companies gave access for data collection. All ethical issues were explained and discussed with the case companies in order to obtain their cooperation for the study and as per the agreement done by the researcher and anonymity of participants was maintained throughout the study. Two cases permitted researcher to use their name in this research projects which are used in further chapters.

Data were collected through semi-structured interviews, observations and reviewing some basic documents for projects in the case companies. Interviews were audio-recorded with the help of Audacity software with the case companies' permission, and later these data were transcribed.

1.5 Context of the study

When exploring this UK FI SME topic, which is not found in the existing literature, an exploratory research has to be conducted. While as a researcher working with a retailer in jewellery industry SME, researcher identified a lack of PM capabilities with fashion industry, hence it was decided to explore the jewellery industry. As the research progressed, researcher communicated with a few clothing manufacturing industry people in researchers own community for their approval to collect data, visit sites and analyse documents. A jewellery designer and a clothing designer were found through contacts in the jewellery and clothing industries. Researcher approached suppliers or wholesalers of the retailer for data collection who approved the proposal of data collection as they recognise researcher and have trusted researcher for a long time.

The plan was to conduct a multiple-case study with key informants with cases from wholesalers and a retailer in the jewellery industry, cloth manufacturing units and jewellery and a clothing designer. Researcher started working on her first objective and conducted her pilot study in October to December 2012; semi-structured interviews were conducted with three cases (cloth manufacturing unit, jewellery designer, and retailer). The pilot study gave researcher a rough idea about PM approaches used in UK FI SMEs. The pilot study helped researcher in preparing researcher for transfer seminar after which the researcher position was upgraded from MPhil to PhD.

After the upgrade, the researcher moved towards objectives two and three, which were to identify how PM capabilities develop over time and the drivers and barriers in developing PM capabilities in the UK FI SMEs. This was achieved through final data collection conducted from July to September 2013. Data was collected from key informants from eight case studies through semi-structured interviews, observations and document analysis during this main phase two.

The study moved to the third phase which was to analyse the data collected from the cases. Interviews were translated and transcribed for further analysis; in the same way, observational notes and documents were analysed for final analysis. After completing the analysis, the researcher moved to objective four which was to analyse literature linking PM and DC. This was done through reviewing latest literature review in PM and DC. Objective four part two was achieved after data were analysed and finalised, analysing UK FI SMEs using the PM and DC. Study made theoretical and practical contribution for the development of PM practices in the UK FI SMEs, which was achieved after finalisation of the data analysis.

1.6 Organisation of the thesis

The thesis consists of seven chapters. Chapter one introduces the background, importance, nature of the research problem, purpose and scope, the aim and objectives, and the context of the study which presents the participants selected for this study.

Chapter two covers the literature, critically reviewed for this study on FI, SMEs in the clothing industry, SMEs in the jewellery industry. Previous literature found in consumer demand and FI management. Project and PM needs in the FI, literature of project and PM studies presenting PM in SMEs. It also covers the theoretical background of the study–defining strategy, resource based view (RBV) and DC and why each is required in firms, previous studies on RBV and DC in firms, previous studies showing why SMEs use RBV and DC previous studies showing why SMEs use RBV and DC in FI, previous studies showing why to use PM as a strategic tool or as a DC of firms. The chapter uses the literature review to develop the framework for UK FI SMEs and the detailed literature gap is developed for the study.

Chapter three presents the methodology, justifying choices made to answer this research. This gives the research view, quantitative and qualitative research paradigms, and why qualitative research is adopted for this study. The philosophical assumptions for qualitative research and the research design (multiple case studies) are addressed – semi-structured interviews, observations, document analysis and selection of sample size. Credibility (trustworthiness) in the qualitative research, Creswell's approach for qualitative research validity, reliability in qualitative research and triangulation in qualitative research are discussed. Generalisation in qualitative research, dependability in qualitative research and confirmability in qualitative research are discussed; Yin's case study test is applied to the research, and biases in

the qualitative research. Procedures followed for data analysis, techniques used for this research and lastly research limitations of the qualitative method are also discussed.

Chapter four presents the case studies from the jewellery industry (JI), which consists of three wholesalers and a retailer. Chapter further presents case studies from the designer industry consisting of a jewellery and clothing designer (DI) and two cloth manufacturing units (CMTs: Cut Make Trim). Chapter consist of the structure presenting context, project, PM, PM operations, problems of projects, unsuccessful projects and reasons behind them, successful projects and reasons for them, for each of the eight cases.

Chapter five data analysis and presentation consists of comparing the PM approach and DC adopted by the case companies in UK FI SMEs with theoretical perspectives. The process of analysing the data involved categorising the variables found from the study. The researcher categorised four main categories; these categories were derived from the original data collected for the study. The first category presents PM capabilities, the second presents sensing new opportunities, the third presents manufacturing capabilities and the fourth present's jewellery industry capabilities found in the cases from three industries (JI, DI and CMTs).

Chapter six presents the cross-case analysis comparing the findings with theoretical perspectives. This consists of PM function, project requirements or customer requirements, PM stages, PM capabilities, drivers and barriers in developing PM capabilities, sensing new opportunities, manufacturing capabilities, jewellery industry capabilities. The status benchmarking category of each UK FI SME case is identified: Aspirers or Trend makers, Competitors or Trend followers, and Survivors or Ad hoc planners.

Chapter seven consists of the review of the aim and objectives, findings summary, research contributions (theoretical and practical), implications for research, policy and

practice, research limitations, implications or suggestions for future research and personal reflections.

1.7 Summary

This research aims towards testing the introduction of PM with cases in the UK FI SMEs, helping them in improving project performance; also finding DC used by these case companies. This chapter identifies the study objectives that are targeted in order to achieve the research aim. The chapter presented how these objectives are systematically reached using the organised plan for this research project. This chapter presented the research importance by pointing out its contributions to literature, methodology and practice. In the next chapter, relevant literature to support this research will be presented.

CHAPTER TWO: LITERATURE REVIEW

2.1 Introduction

This chapter presents the literature review covering the Fashion Industry (FI), small and medium-sized enterprises (SMEs), Project Management (PM) and Dynamic Capabilities (DC). The chapter starts by giving an overview of the FI, clothing and jewellery SMEs, growing consumer requirements in FI, and project and PM needs in FI. The research also presents PM application in SME contexts; strategic requirements in the FI, and why DC is suitable for FI; presenting DC application in the FI and SMEs. The chapter lastly presents the literature review framework in FI which is a combination of PM and DC; with a detailed table showing the literature review gap found in the overall research topic.

The fashion industry (FI) is a rapidly changing industry; the industry includes clothing, jewellery, footwear, accessories etc (Sheridan et al. 2006). Previous studies indicate that, on average, (Godley, 1995)10% of income is spent on fashion products, such as apparels and jewellery, and that this industry is known as a significant source of employment in the UK. The clothing and textile industries were of great importance to the UK economy during the nineteenth and early twentieth centuries (De Propris and Lazzeretti, 2007, 2009; French, 1999; Godley, 1995). Currently, this industry contributes £7 billion annual investment; and is a principal manufacturing industry in some parts of the country (De Propris and Lazzeretti, 2007, Murphy and Ledwith, 2007). Fashion manufacturers estimated £13.61bn sales in 2010 with sales to reach £51.63bn between 2012 and 2016; the clothing and jewellery industry is expected to grow during the period 2015 to 2020 (Mintel, 2011). The apparel, accessories and

footwear market in the UK was worth £50 billion in 2010 (Mintel, 2011). One of the fundamentals of the economy, the clothing and textile sector has increased 60-fold in the past 40 years in all combined sectors of international trade. The period is known for the removal of world trade regulations, which brought an increase in globalisation of many FI business operations (MacCarthy and Jayarathne, 2010). Increasing consumer demand, shorter product life cycles, and rapid technological development have changed the way that FI businesses operate. The ever-changing circumstances of FI means it must fulfil the demands on it in order to survive in the competitive fashion market. Constantly changing and quick consumer demand requires companies to react quickly to ever more fragmented customer demands (MacCarthy and Jayarathne, 2010, 2013).

In a Birmingham industrial district, known as the Birmingham jewellery quarter, the jewellery industry was known for its small artisans and their designing and manufacturing processes. The city has been internationally recognised for its jewellery design and manufacturing, and is also known as one of Britain's most durable and oldest industrial districts. The roots of the Birmingham jewellery industry were laid down by the toy, button and buckle makers of the seventeenth century, which slowly moved into making personal accessories, small boxes and jewellery. Later, in the late eighteenth century the industry began to flourish and diversify into tool suppliers, box makers, engravers, polishers, gem-stone carvers, bullion dealers, and other jewellery related trades (Pollard, 2004, Lazzeretti, 2006). The demand for gold was fuelled in the early nineteenth century by the discovery of gold in California (1848), Australia (1850), South Africa (1886) and Yukon (1896) (Pollard, 2004). Demand for the jewellery of the Victorian middle class came through commercialisation of developments in electroplating and rising disposable income. Jewellery demand decreased due to shortages of the metals, loss of labour to better paid trades, other growing industries in the Midlands, post-war purchase tax; and most recently to

overseas competition from lower-wage producers in India, Thailand, China and Indonesia (Pollard, 2004).

The FI has been explored in contexts of management improvement and technological enhancements (Jones and Hayes, 2004) as FI is known as the most mobile and dynamic sector of the economy. Looking at the rising economic status of the FI, it is worth exploring the specifics which help this sector. The removal of restrictions laid down by the multi-fibre agreements lead to economic crisis and saturation of the traditional and mature FI. This disrupted the traditional FI, due to high competition in the international market and lower final customer demand (MacCarthy and Jayarathne, 2010). Consumer demands are increasing enormously with mass communication through the internet, magazines, media celebrities and fashion shows; in response to these, retailers have 20 seasons in the period of one year to satisfy customer demand (Barnes and Lea-Greenwood, 2006). As the consumer demands more in terms of good quality, low price, up-to-datedness or innovative new designs the for latest, seasonal trend, to fulfil this customer need on time FI businesses must be competitive in their projects (Birtwistle et al., 2006, Birtwistle and Moore, 2007).

The above all led to big brand retailers adopting the strategy of sub-dividing operations into different projects such as designing, manufacturing, packing, wholesaling, advertisements, etc. Retailers concentrate on projects of selling and merchandising products; designing is also done through freelance designers. Manufacturing is outsourced to big manufacturers who further, due to lack of manufacturing capability, give the work to small manufacturing units to complete the work in the specified time, required quality and within budget. Breaking down the supply chain management (SCM) operations into small projects helps designers, manufacturers, wholesaler and retailers to focus on a single task or single project more prominently (Jones and Hayes, 2004).

The fashion industry is widely researched in supply chain management; however the current research concentrates on Project Management (PM) in the fashion industry. To explore the project management needed in the fashion industry, it is essential to discuss consumer demand and fashion management, to understand the fundamentals of fashion industry operations; these are discussed in detail in the upcoming sections. The review of literature on the fashion industry indicates that there is little research carried out to understand the importance of PM in SMEs in FI. The discussion starts by defining the meaning of the term SME as used in this research.

2.2 Small and medium-sized enterprises (SMEs)

SMEs are defined as having turnover less than €250 million or an annual balance sheet less than €43 million and fewer than 250 employees by the European Commission (Murphy and Ledwith, 2007). SMEs have the advantages of close relationships with customers, innovations, customisation, and targeting markets according to their advantages. SMEs' lack in learning, scope, economy of scale, management, marketing and motivation is due to their limited resources and lack of internal research and development.

Largely, research has explored the sector in the context of large-scale industry, so SMEs have mostly remained ignored by researchers. Most of the fashion industry's operations are carried out in SMEs, where the management operations are not systematised (Jayaram et al., 2014). This study has concentrated on the UK FI SMEs' basic requirements for their small and simple projects, how they can attain further growth by gaining the deep insight in the FI. Also, the jewellery industry has remained largely unexplored in the UK FI SME contexts, which is a prerequisite to gain deep insight in the industry (Kannabiran and Bhaumik, 2005).

Previous research done by Mohammadjafari (2011) found SMEs have strengths in quick decision-making processes, knowledge creation, excellence at multitasking, routine processes and flexible structures, capability to answer customer requests quickly and easy adaptation of new market changes, customer focus, interrelated with respect to innovations, ability to go global rapidly, flexibility to change, and development of customised solutions for partners and customers. The same research highlighted the weaknesses of the SMEs as scarce resources, manpower, limited implementation of information technology (IT), lack of industrial engineers or the right kind of manpower to apply the right kind of managerial or statistical methods and tools, weak at converting research and development into effective innovation, shy of formal projects and long-term initiatives and instead only participating in small-scale initiatives, lacking the resources to enter foreign markets and lagging in exports.

2.3 SMEs in the UK clothing industry

The trend of offshoring and sourcing in the UK apparel market has brought risk exposure and rapid change in the nature of competition (Tang and Musa, 2011). The Leicester region is adopting fast fashion for customer responsiveness and low-volume manufacturing in response to dynamic marketplace in the study by Barnes and Lea-Greenwood (2006). Fast fashion requires shortened lifecycle with increasing consumer demand in fashion products as key success factors in the FI. Hence, retailers such as Primark have balanced both the key factors of having low cost and responding quickly to the changing market to outperform in the market. Increase in value added tax (VAT) has also affected other fast fashion retailers and material costs (Mintel 2011). Many other large and small firms have been affected by the impact of the cost and speed trade-off of fast fashion trends; this has also affected flexible suppliers and subcontracts in the trade. In order to maintain the flow of goods into a number of increasing markets, there is a variety of services provided by manufacturing business,

including sourcing, manufacturing and product development (Oxborrow and Brindley, 2014).

The East Midland region of Leicester is featured with 75 per cent of small firms, which employ less than ten workers each. Leicester has a history of a higher portion of apparel and large manufacturing than other parts of the UK; but the 1980 recession forced the large firms to close and SMEs have increased. These SMEs have been surviving on the capacity of finishing, dyeing and using networks of available knitting premises in inner parts of Leicester City (Oxborrow and Brindley, 2012). The heavy representation of ethnic minority entrepreneurs is the cluster of these SMEs who manufacture women's clothing. Providing fashion supply chain to other regions of the UK is suggested by the official statistics and local listings of the 120 textile and apparel firms in Leicester (Fame, 2012). These SMEs are used for market responsive and quick response capabilities, with a small amount of garments or samples further manufactured in North Africa and Eastern Europe (Oxborrow and Brindley, 2014). The SMEs are also stated to be working with low wages or low-cost base and poor premises (Oxborrow and Brindley, 2012). Fast fashion retailers (such as Primark, H&M, Select, and New Look) utilise these SMEs for missed supply and compensate for any missed trends (Oxborrow and Brindley, 2014).

2.4 SMEs in the UK jewellery industry

Research based on the Birmingham jewellery industry by Bryson and Taylor (2010) focuses on the continuously changing economy in the process of transition as new production and product development. Hence, firms needs to continuously engage in innovation for their existing products and processes for survival. The rise in competition has shifted manufacturing away and is now based on the provision of services; manufacturing is undertaken by contract manufacturers and firms have engaged in orchestration. Firms have started concentrating on marketing, branding,

design, research and development (R&D), delivery of services and management of products and services. Firms source manufacturing to cheap labour countries such as China. The developed economies, such as Japan, North America and Europe, do not demonstrate that manufacturing does not matter in these countries, but their manufacturing has shifted towards high value-added productivity improvements (Bryson and Taylor, 2010).

Diamond industry research done by Mostovicz et al. (2007) noted the strategic change from past success and future challenges and how the diamond industry has changed its management to survive modest competition. The diamond supply was controlled and also orchestrated, marketing all the material to end users was done by the mining company called De Beers. The research has highlighted the distribution of the diamonds through diamond trading companies (DTC) and other suppliers to end consumers. Criteria for being the distributors of the diamonds now requires certifications and processes for genuinely dealing in the diamond trade are strategic requirements of the trade.

The research done by De Propris and Lazzeretti, (2009) stated the decline in the Birmingham jewellery quarter; De Propris and Lazzeretti, (2007) has also given the reasons behind it and how the structure of management has changed, today. Jewellery schools have been started to preserve techniques, expertise and consolidate knowledge; which made the industry lose its novelty and creativity in adapting to the demand changes of the industry. Manufacturing is still done in the backyards of the shops and spaces available at homes. Manufacturing activities are becoming intertwined by retailing, marketing, innovation and design. The next section provides the increasing consumer demand in the FI.

2.5 Previous literature of Consumer Demand in the Fashion Industry

Given growing consumer demand along with changing fashion trends, the fashion industry remains highly competitive in terms of price pressure. Besides this, companies need to compete keeping in mind their product range, innovation and design (Barnes and Lea-Greenwood, 2006; Azuma and Fernie, 2003).

Furthermore, in the fast fashion industry, production is based on the latest fashion trends, being disposable trends and affordable basics. In the current merchandise assortment, in order to quickly and effectively reflect emerging trends, retailers adopt strategy such as fast fashion (Sheridan et al., 2006). The main feature of a fashion business is to provide customers with real fashion trends in a cost-effective manner through the merchandising process. In the present era, people are more concerned about the latest fashion and technologies such as Apple and Android applications have been used for instant coverage of fashion across the globe. The fashion industry needs to understand its customers well, working close to customer preferences as they are willing to pay high prices for better quality and new designs. Furthermore, the fashion industries are buyer-driven and are rapidly changing market, it is vital to have systematic management in order to grow. The importance of systematic management can be seen from the fact that businesses need management systems to gather, analyse, forecast and plan their innovative fashion products all the time (Ghobadian and Gallear, 1997). Companies that are flexible with their range of products and respond rapidly can capture the market (Teece and Pisano, 1994), which is a must in the fashion business (Doyle et al., 2006; Khan et al., 2012).

A fashion business is said to be successful with 90% management skills and 10% designing skills, which involving multi-billion dollar investment relies on management (Dillon, 2012). The whole complex process of fashion management needs to explore fundamental principles inherent to innovating in the fashion industry

(Shi et al., 2012). However, these fundamental principles are not easy to identify. Inspirational fashion can be from colour, fabrics, inspiration, trend and theme. Careful consideration of these aspects is required for developing successful products (Christopher et al., 2004, Sheridan et al., 2006). Companies like H&M, Zara and Mango are said to have a short life cycle: from designing their clothes to manufacturing and arrival in the market takes them only three weeks (Khan et al., 2012; Tyler et al., 2006). Next section will present literature in FI management.

2.6 Previous literature in FI Management

The fashion business is becoming more competitive day-by-day. Designer clothing and jewellery are expensive, which the general public cannot afford. A number of growing businesses and designers are collaborating to keep their ranges affordable for the general public to buy. As the internet is used as a search engine for any accessory pieces, growing social media and blogging have exposed the fashion industry to its widest extent. The latest fashion is now global through the latest technology, influenced by well-known designers, celebrities, actors and people in the media (Barnes and Lea-Greenwood, 2006; Doyle et al., 2006). The forecasting process starts well in advance; it takes 12 months to two years before fashion garments arrives to the market (Barnes and Lea-Greenwood, 2006).

Agencies like Promostyle and Trendstop, through their websites, promote the latest news feeds, sketches, visual trends, graphics and market analysis for fashion, and confirmation of trends on consumer analysis, forecasting themes 12 months ahead of the retail market. Fast fashion and designer clothing has to take a short life cycle: they decide only for the next season, whereas the traditional clothing life cycle takes up to two years.

Some items in the collection ranges are made in the UK; others are outsourced to other countries. A clothing range is developed with the help of buyers, manufacturers and designers in a company. The first sample is developed and if that is approved, orders are sent for final mass production. Any alterations can be done at development stage as exact specifications are required for the garments (Sheridan et al., 2006). (Sheridan et al., 2006; Murphy and Ledwith, 2007) Jewellery and clothing designs are developed on computer aided design/computer aided manufacturing CAD/CAM and they need to be approved by customer feedback first before sending the item for final manufacturing (Parrish, 2010; De Propris and Lazzeretti, 2009; Wigley and Provelengiou, 2011; Lee and Kincade, 2003) The jewellery industry also has to deal with many ethical issues in assuring the customers regarding carats of the metal, diamond quality and diamond certification. The studies also emphasised the fast-changing environment in the jewellery industry and the need to search for opportunities all the time to survive the competition. SMEs in the jewellery industry are mostly run as family businesses, passing on to the hands of the next generation who have little to do in order to manage their business. However, growing competition in the industry demands vision, leadership, management and learning to survive further (Mostovicz, 2007).

Outsourcing strategies are also used in supply chain by FI to achieve competitive priorities (Kim, 2013). Cost benefits were achieved by outsourcing to manufacturers/producers outside the UK. Due to this, the UK lost most of its connections with production, with quality barriers and reduction of speed to product introduction in the market. The main focus of UK retailers had been to reduce costs by outsourcing to Far East countries, which led to long lead-times between outsourcing and selling in markets due to the large geographical distances (Barnes and Lea-Greenwood, 2006). Jones (2004) asserts that the UK clothing industry has been in

decline for many years because traditional manufacturers have lost their product values and design development.

The UK FI has been mostly explored in the supply change management (SCM), with its components such as supply chain networks, stock inventory, design alignment and many more asking for efficient and effective quick response strategy for customers (Yan et al., 2008; Caputo and Palumbo, 2005). Quick response strategy was adopted to tackle the low-cost threats from sourcing fashion products from overseas; it is supply-driven and made to respond to end-market demand (Barnes and Lea-Greenwood, 2006; Yan et al., 2008). Whereas Just-in-Time (JIT) is retail-driven, used to reduce the cost of the supply chain operations and delivery of the finished products without carrying upfront supply chain inventory costs (Barnes and Lea-Greenwood, 2006; Pan and Holland, 2006). Further, this strategy of outsourcing achieved low-cost fashion products, whilst creating problems of long lead times and poor product quality issues.

The textile sector is an important area in Europe as it employs two million people, largely dominated by SMEs (Bolisani and Scarso, 1996). However, SMEs lack confidence in implementing new systems with limited financial resources, with little or no experience, lack of time and utilisation of personnel. Globalisation of production processes is posing a threat in countries with low-cost labour, which is said to be a continuing trend in the clothing industry (Tyler et al., 2006; Natsuda et al., 2010). The clothing industry is heterogeneous and diverse in nature; it is more or less controlled by small retail businesses (Jones and Hayes, 2004). Most fashion businesses in the UK depend on SMEs and are asking for improved management mechanisms (Malhotra and Temponi, 2010; Sheridan et al., 2006; Bruce et al., 2004). The consumer wants immediate response, which is not possible if they outsource. However, it is apparently difficult to outsource products in mid-season and as a result consumers contact local suppliers to meet delivery of their demands (Bruce et al., 2004; Jones and Hayes, 2004; De Propris and Lazzeretti, 2009).

The majority of UK-based SMEs are less likely to utilise planning or forecasting, and with restricted resources, only 12% conduct a market survey before launching a fashion product. Instead, less expensive or informal methods of gathering information are used in order to get best value for their investment, free from all risks (Tidd et al., 1997). It is suggested by Tidd et al. (1998) that traditional organisations should build a strategy to act, learn and progress.

Some UK fashion SMEs are still surviving this situation, but they are in need of improved management mechanisms (Malhotra and Temponi, 2010; Sheridan et al., 2006). Only a very few British traditional manufacturers produce high-quality fashion apparels for niche markets, surviving today's competition (Jones and Hayes, 2004). The review of previous FI literature which has found gaps in what UK FI SME projects need in order to fulfil consumer demand.

2.7 Previous literature showing project needs in FI

1. Fashion has its own calendar for every season so that fashions are not overlapped. Companies also keep their own calendars, primarily tailored to their specialisation. Pioneers in the fashion industry are confirmed to have 20 seasons a year, with new design introduced for each season (Tyler et al., 2006; Christopher et al., 2004).
2. Detailed planning is required for each season to run the complicated fashion business smoothly. Hence, fashion weeks are held to promote fashion for upcoming seasons, and trade and events shows are held annually in London, New York, Paris and Milan (Ghobadian and Gallear, 1997).
3. Information has to be gathered from various sources such as forecasting, price setting, look books, blogs, fashion events and shows to stay in competition (Lin and Piercy, 2013).

4. Ethical issues are found in fashion, such as trademarks, copyright, hallmarks and design registrations against unlawful use of designers' designs (Brady, 2004).
5. Change or up gradation in fashion businesses need timely decision-making, planning, structuring and market analysis. Finance and resources are necessary for introducing business, and it also requires something innovative. To meet market requirements and for the firm to survive long-term, the strategy needs direction and scope which achieves benefits for the company through its configuration of resources within a challenging environment (Teece, 2007; Woldesenbet et al., 2012).

This shows that the fashion industry requires systematic adoption of Project Management (PM) and Strategy for long-term survival and growth; which is the basic aim of this study. In order to understand this in detail, the next section defines the concepts of PM and Strategy.

2.8 Project and Project Management (PM) Theory

A project is linked to any given mission or aim in our regular daily activities, as theoretically defined by the Project Management Institution (2000), endeavours taken to complete the given task or assignment, which has definitive start and definitive end in order to provide services or to manufacture the given product. Projects are defined as involving identifying a destination (the objective) such as going for a trip: deciding on the destination (planning), travelling (execution), reaching the destination and enjoying it (delivery). In order to complete projects successfully, there are some project management (PM) functions to be used in order to satisfy the customer's requirements or specifications, as defined by the Project Management Institution (2000). According to Schwalbe (2013) and Murphy and Ledwith (2007), making use

of skills, knowledge, tools and techniques, in order to complete a project in the specified time, with the required quality and within budget is known as PM.

There are certain characteristics that make a project suitable for application of project management techniques, as given by Parry (1998):

1. Projects need to have a definite initiation and finishing.
2. Project activities are discrete and can be isolated by either space or time.
3. Projects can be divided into a set of activities, each activity having its own beginning and end, requiring resources, needing an input, transformation or conversion, of which products or services is the final output.
4. A project process said to be as sequential inter-dependency between activities with expected time, cost and resources.

Project success is defined by various authors, such as Bryde (2008), Müller and Turner (2007) and Turner (2009) who defined project success to be meeting time, budget and quality requirements of the customers. Atkinson (1999) specified project success into three categories: undertaking the right process, receiving the right system and receiving the right benefits. Furthermore, Shenhar (2001) argued project success should be assessed according to short-term and long-term project objectives as projects are strategic assets. Project success is competitive advantage linked by their framework which includes: efficiency (meeting time and budget); impact on customers (meeting customer needs and customer benefits in performance of the end products); and arranging for future organisational resource benefits (market opportunities, operational infrastructure and creating new technology). Shenhar's (2001) work has been cited by several authors (e.g. Bryde, 2008; Jugdev and Müller, 2005; Mir and Pinnington, 2014) who further progressed this by working on projects and project management as strategic assets.

PM's nine knowledge areas are:

1. Integration management, tools, techniques and skills required for projects. Getting things done, in the right sequence and all are connected in the right way (integration).

2. Scope Management, defining the boundaries of what is to be included and excluded in the projects.

3. Time management, keeping on schedule for projects. Techniques are used to estimate, plan, and keep things on track according to a schedule.

4. Quality Management, about project deliverables being fit for the purpose or requirements of customers.

5. Cost Management, keeping the project on budget. Techniques used for planning, estimating costs and monitoring and controlling the cost of projects.

6. Human Resource Management, finding, leading the people or project team; dealing with their professional development.

7. Risk Management, identifying and analysing risk in projects and planning if any risk arises in the firms.

8. Communication Management, identifying who needs what information, deciding on means of communication, sending the right information to the right people at the right time. Failure to pay attention to communications can cause project failure.

9. Procurement Management, deals with procuring the resources required for the projects (Nokes and Kelly, 2007)

PM's life-cycle stages or phases are known as:

1. Initiating, starting of the project

2. Planning, deciding a plan for delivering project according decided time and cost.

3. Executing or organising of the project
4. Monitoring and controlling, requires scanning the projects against any given risk.

5. Closing of the project, this mainly deals with delivering completed products or services (Nokes and Kelly, 2007)

UK FI SMEs need management which is simple enough yet covers all these aspects, and is also easy to understand and use in their daily projects.

Although the definition of project is given in the introduction chapter, for the purpose of this research, the definition of a project is customers having fashion requirement (requires clothing garments or jewellery) on decided time (date), cost or budget, and specified quality. To complete the given fashion industry project there are certain operations, tools and techniques, knowledge, skills and time–to-time activities required to be used to complete the project (with customers' requirements of time, cost and quality) which are taken as project management (PM).

PM has been selected for this research as projects are basic routine business requirements; little research has concentrated on implementing PM in the UK FI SMEs (Malhotra and Temponi, 2010; Hughes, 2005; Dhillon and Caldeira, 2000; Ghobadian and Gallear, 1997). Some further terms are defined to familiarise PM theory.

Project portfolio management

The technology, process and methods used by a project manager to make optimal use of the resource mix to complete the project by analysing and collectively managing the group to complete the project is known as Project Portfolio Management (PPM). The

aim of PPM and project management office (PMO) is to collect, analyse, and manage current or proposed projects based on numerous key characteristics. It is also about fulfil the limitations of customers in strategic real-world objectives and find the best possible way of scheduling and delivering the project (Kerzner, 2013).

Project management standards

PM knowledge laid down by best practices in the industry is known as PM standards (Turner, 2014).

Project policy

For achieving rational outcome and taking decisions, the rules or guide laid down by PM is the project policy (Wysocki and McGary, 2003).

Project management procedure

Project procedure is the process informing how the project will be managed, formally communicating with stakeholders and the customer project team. The starting point may be determining the project management procedure to manage any project (Turner, 1993).

Project techniques

A process or way used to complete any project is known as a project technique. Tools are used to support techniques (Turner, 2014).

2.9 Project Management (PM) as managerial approach

PM is also considered to be a managerial approach by Meredith and Mantel (2011) and Davidson (2009). The sources concluded fostering PM as a management tool for managing the evaluation of twenty first century globalisation. The reasons given for employing PM as managing tools are: 1) exponential development of human

knowledge; 2) growing demand for goods and services which are available in broad variety, sophisticated and customised process; 3) the consumption and production of goods and services are exposed worldwide due to the latest competition and evaluation (Meredith and Mantel, 2011). Further recent changes in managing organisations have found three reasons for its change. 1) Latest management have changed to consensual management replacing traditional hierarchical management. 2) Latest use of system approach traditionally called system engineering dealing with technological and organisational problems of the firm. It is evidenced that when one part of an organisation is changed, other parts of the organisation are going to be affected by the change made in one part. 3) When an organisation attempts to change its strategy, the organisation establishes projects as a way to accomplish change to target its required strategic plan (Meredith and Mantel, 2011).

2.10 Studies presenting Project Management (PM) in SMEs

Of SMEs' turnover, 40% is undertaken as projects; people in the SME multitask their duties and are not from the PM discipline (Turner et al., 2012). The SMEs projects are carried out by PM amateurs; so they require a simplified version of PM to manage their projects (Turner et al., 2010). The management needs to define practice for managing the work, resources to be used and duration of the project; seeking team member commitment is preferred through people-focused methods suggested by Turner et al. (2012). Similarly, Turner et al.'s (2010) findings also demonstrated project requirements are central to PM in SMEs; a more people-focused approach such as team building is widely found in the list used by SMEs. The practices should have less of the rationales which are used in larger firms, and SMEs should adopt practices showing greater fit with their needs (Andersen et al., 2009; Ghobadian and Gallear, 1997).

Likewise, Mohammadjafari et al.'s (2011) study claimed that without reducing the time for production, SMEs cannot challenge the market competition. The study showed use of electronic collaboration as one way for manufacturing success; the study reviewed departments of design, planning, procurement and production as divisions for reducing time and cost. Mohammadjafari et al., (2011) outlined the strengths and weakness of SMEs developing a model, proving the importance of helping SMEs in understanding the requirements of being an effective global organisation by reducing time and costs through PM and e-collaborations.

Additionally, Aquil (2013) has illustrated very little or no PM used by product manufacturing SMEs, due to lack of knowledge, qualifications, or interest of using a scientific way of managing projects by the CEO or other higher management authorities. The PM required by SMEs needs to be more formal on time, cost and quality, supporting ultimate customer requirements of the project. PM software is required to control time and cost, so that the project can be monitored for budget and schedule. Quality is required to be inspected, and better project processes will make the SME eligible for certifications. Risk monitoring in this study requires graphical representation for time, cost and quality.

A project requires proper tools and techniques to plan, define and implement it, known as the well-established discipline of PM, yet there are very few publications on SMEs. Encountering the issues of using PM to achieve competitiveness and efficiency in SMEs, results suggest that using identifiable PM processes, project planning techniques, having a full-time project manager and completion schedules are success factors (Murphy and Ledwith, 2007).

To determine PM tools and techniques used frequently to complete a project successfully, it is found that analysis of current static practice in the organisation will decide which PM tools and techniques are to be developed to achieve better project

success. The initial stage (front-end phase) of the projects is important in decision-making on resources orientation, responsibility matrix and cost–benefit analysis (Besner and Hobbs, 2006).

Proper use of PM tools and techniques can help fashion SMEs to complete projects with quick response to finish on time and add value to the consumer products (Wacker and Sheu, 2006). Also, PM helps to manage people, processes and tools which are requirements of fashion projects. Firms can perform their routine operations better by identifying their dynamic capabilities, mostly firm-specific capabilities (innovation and latest designs in the fashion industry), and the manner in which to adapt and the flexibility to adjust to change in a competitive business environment (Pal and Torstensson, 2011; Tidd et al., 1997; Teece and Pisano, 1994).

Kostalova and Tetrevova (2014) have tried to find the PM tools used in the Czech Republic; the paper compared their research findings with success of project implementation, project outcome of monitoring, utilisation and awareness of PM software tools, PM knowledge, and reasons why some project implementations fail in some other global research. Although the research was done in medium-sized to large organisations, which are different from SMEs, conducting the survey focused on utilisation and knowledge of PM and its tools with firms in different lines. The study found PM is not utilised and cognisance has not reached the dimensions of the USA and Western Europe. The study also found PM tools resulting in growing effectiveness and quality of implemented projects.

The latest study by Marcella and Rowley (2014) in FI in the North-east of Scotland has explored the extent to which PM tools and techniques can be applied. The study found definition of success, level of awareness of PM tools and techniques and more formal approaches to project reviews. The application of PM tools and techniques had constraints of limited resources in the SME environment. The study also argued PM to

be scalable, adaptable and transferable; but the application of PM tools and techniques is unstructured. The research concluded adopting PM by recognition of FI needs through understanding FI lifecycle, improving stakeholder relations on the role of agile PM through delivery of successful projects.

2.11 Theoretical background

2.11.1 Define Strategy and why it is required in firms

To understand why strategy is important in this research, this section gives a brief introduction to previous studies that have concentrated on strategy in FI. Determining and understanding the mechanisms of companies to achieve and sustain competitive advantage, and why some companies are more successful than others is the goal of strategic research (Killen et al., 2012). The challenge and focus on the current field of business economics is how to attain and sustain competitiveness. This study indicates firms have decreased the average period of surviving the competition. In today's dynamic environment, one of the business strategies that has helped firms operate successfully is strategic management. Research in strategic management has successfully integrated and adopted some of the ideas of economic logic into the field. Porter's five force framework (1985) is also an example: this focused on the external environment and largely ignored aspects of the dynamic and competitive environment. Due to requirements of the dynamic nature of the FI, and due to nature of the approach, questions have been raised that led to the development of new views and theories such as Resource Based View (RBV) and Dynamic Capabilities (DC) in this research (Breznik and Hisrich, 2014).

The research done in the Italian clothing industry in search of international manufacturing strategies confirmed that firms compete on different strategies from good quality, to reducing the cost by outsourcing, keeping innovative design within

the firm and outsourcing only labour work, investment in technology like CAD, and cutting and knitting machines (Scarso, 1997).

2.11.2 Define Resource Based View (RBV) why RBV is required in firms

The resource based view (RBV) was originally developed by Penrose (1959), in search of how firms grow with resources that are valuable, rare, inimitable and non-substitutable (VRIN) or organisational focus and support (VRIO), being difficult for other firms to acquire or copy. Many organisations make decisions based on their resources. These resources are to be renewed, created and maintained by changing them over time, by their characteristics or the firm's unique resources (Jugdev, 2004). Barney (2001b) insisted that these strategic assets should be valuable, rare, and in-imitable and having organisational focus (VRIO), later changed to non-substitutable (managerial support) (VRIN). The value of firms' resources was first recognised by Penrose (1959), who also provided an insight into firms as a collection of productive resources. She also asserted that a firm is much more than an administrative unit and recognised that a firm's resources by themselves are not enough. A firm utilises its resources in its activities, hence the activity consists of a combination of resources; for expanding the firm's further development and the mosaic of these activities become an inspiration (Rubin, 1973).

Development of the evolutionary perspective of a firm's behaviour and capabilities by Nelson and Winter (1982) built on Schumpeter (1934) who named it as "routine" for all predictable and regular behavioural patterns as services of resources. Extended definitions were widely used for the term routine by Eisenhardt and Martin (2000) and Winter (2003a). The resource-based studies build on the contributions of Penrose (1959), Rubin (1973) and Wernerfelt (1984).

Taking an RBV approach, organisations make decisions based on their resources (Jugdev, 2004). Some of the factors for improving firms' performance depend on internal aspects, for example, management and resources (assets): this is called RBV by Barney (2001b). Using external factors or environmental factors is called the industrial view. A firm's existence is based on internal assets that are scare, difficult to trade, inimitable, and appropriate of giving the firm its competitive advantage. Those assets are to be renewed, created and maintained by changing them over time by their characteristics or the firm's unique resources, as emphasised by RBV in Jugdev (2004).

Embedded in firms are their unique knowledge, skills and resources, called strategic assets, with a mix of tacit and explicit knowledge; examples are the way of working, a company's unique skill, and its knowledge resources. These unique, intangible resources are the source of competitive advantages (Jugdev and Mathur, 2006). A firm's invisible strategic assets are reputation, superior managerial skills, brand recognition, culture, quality, patents, technological capabilities and customer focus which are to be developed for getting competitive advantage (Helfat and Winter, 2011). The production function and a firm's formal process are said to be the backbone for firms which protect their assets through business practices and supporting strategic assets (Jugdev and Mathur, 2006). Tangible and intangible resources of a firm known to be competitively advantageous are physical, human and technological but very few are considered as strategic assets; the knowledge base contributing to a firm's competitive position is a firm's strategic resources in RBV, as identified by Jugdev and Mathur (2006).

RBV was questioned and criticised as its applicability has stable internal and external environment requirements (Killen et al., 2012), so to overcome RBV's shortcoming this research has to concentrate on Dynamic Capabilities that can deal with fast-changing FI environments.

2.11.3 Define Dynamic Capabilities (DC) and why it is required in firms

Dynamic Capabilities (DC), which is asserted to be an extension of RBV, is described as the ability to reconfigure a firm's routines and resources in the manner deemed and envisioned by its principal decision-maker (Helfat and Peteraf, 2009). DC emphasises the main role of strategic management in appropriately reconfiguring internal and external company skills, resources, and adapting to fit the requirements of changing markets (Zollo and Winter, 2002). Hence, dynamic capabilities (DC) are required and justified as one of the key success factors of the FI.

Dynamic means change and capabilities means the ability to adjust according to a changing environment (Woldesenbet et al., 2012); DC is also known for modifying its resource base enabling response to a changing environment (Killen et al., 2012). For generating competitive advantages, firms adapt learning patterns or routine activities which systematically generate and change their operating routines for beneficial outputs (Winter, 2003a, Zollo and Winter, 2002).

Strong commonalities have been found in DC of organisations and industries, so it allows easy identification of best practice that may be acquired or transferred by resource base capabilities. An existing resource base by reconfiguration can add value, as alone DCs have no value (Killen et al., 2012).

Teece (1994, p. 537) asserted "…winners in the global marketplace have been firms demonstrating timely responsiveness and rapid and flexible product innovation along with the management capability to coordinate and redeploy internal and external competences". A limitation of RBV theory is that it does not clarify why and how certain firms present timely responsiveness in unpredictable situations (Eisenhardt and Martin, 2000). Few other researchers critique the values of this view as other researchers stated the DC are invisible and hidden, demonstrating complex and tactical

constructs, meta-routines which are difficult to observe and causally ambiguous (Dousios, 2010). Based on Zahra et al.'s (2006) definition, DC is "... the abilities to reconfigure a firm's resources and routines in the manner envisioned and deemed appropriate by its principle decision-makers" (p. 924). This study adopted this definition as these intangible assets or firms' routine practices are assumed to be developed as a function of a firm's accumulated experience.

The previous work of Makadok (2001) presented the importance of firms developing those assets, as DC are developed or built in the firms rather than brought from the market. That DC and its nature or processes are different for established and new organisations is implied by Ambrosini et al., (2009). Whereas Zahra et al., (2006, p. 920) highlighted the literature gap regarding the study of DC in SMEs.

There are quite a few definitions of DC, how the definition has changed over time which are summarised in table 2.1. In short DC is the management decisions taken by the owners or managers through learning, modifying their resources, analysing the market and making changes for survive in future competition, finding new business opportunities (markets- national/international, introducing new products and services- online sales), new innovations in designs, suppliers and manufacturing technologies. While others have argued it is operational routines, patterns, ability, capabilities, skills, managerial routines, business or management operations used in completing their daily projects. Researcher argues DC are adaptation made by business owners or strategy adapted by decisions makers in response to earn more profits, survive in harsh market competition and additionally to expand their business horizons in hunger of further growth. The definitions starts with business routine activities or patterns which requires change after certain time or with changing environment as new innovations disrupting old business patterns, activities or strategy which is used for business tricks. Hence latest DC definitions highlighted new innovations through learning, skilled management, patterns, model which helps in enhancing the existing business survival.

Table 2.1: Definitions of Dynamic Capabilities

Main contributors	Definition
(Teece and Pisano, 1994)	Allowing firms to create new products and processes to respond to changing market environment, DC are a subset of the competences.
(Teece et al., 1997)	Build and reconfigure internal and external competences to address rapidly changing environment, DC are the ability to integrate.
(Eisenhardt and Martin, 2000; Zollo and Winter, 2002)	Processes that use resources and integrate, reconfigure, gain and release resources to match and create market changes are called DC. Organisational and strategic routines by which firms achieve new resource configurations as markets emerge, collide, split, evolve and die are called DC.
(Zollo and Winter, 2002)	Learned and stable pattern of collective activity through which a firm systematically generates and modifies its operating routines are known as DC.
(Winter, 2003a)	Capabilities that operate to extend, modify or create ordinary capabilities are known as DC.
(Zahra et al., 2006)	Abilities to reconfigure a firm's resources and routines in the manner appropriate by its principal decision maker(s) are known as DC.
(Helfat et al., 2007)	The capacity to purposefully create, extend or modify its resource base is called DC.
(Wang and Ahmed, 2007)	Behavioural orientation of the firm level to continuously integrate, reconfigure, renew and recreate its resources and capabilities, focusing on upgrading and reconstructing its core capabilities in line with dynamic, changing environment to obtain and sustain a competitive advantage are called DC.

(Teece, 2007)	The capacity that (a) sense and shape opportunities and threats, (b) seize opportunities and (c) maintain competitiveness through enhancing, combining, protecting and reconfiguring intangible and tangible assets are called DC.
(Teece, 2009)	The capability to (a) sense opportunities, (b) seize opportunities and (c) manage threats through combination, recombination and reconfiguring of assets inside and outside of the firm's boundaries are called DC.
(Peteraf et al. 2013)	Teece's research is aligned conceptually on complex routine and organisational mechanism and Eisenhardt's research is more aligned with simple and managerial routines.
(Schilke, 2014)	Defines first-order DC as routines that reconfigure the organisational resource base and second-order DC as routines that reconfigure first-order DC.
(Teece, 2014)	Effective firms that are built to last, deeper understanding of durable firm-level competitiveness, proper functioning of the economic system, economic development, VRIN resources, agile, entrepreneurial at home and abroad, firms' management follow and formulate good strategies, promote and allow learning flexibility and innovations.
(Basile and Faraci, 2015)	Has defined managerial DC as combination of management model including objective, people, activities, decision making and business model including, Customer Segments (CS), Relationships (CR),Value Propositions (VP), Revenue Streams (R $), Cost Structure (C $), Channels (CH), Key Partnerships (KP), Key Activities (KA), Key Resources (KR) and Customer

(Authors own source)

Furthermore, DC needs UK FI SMEs to focus on their strategic requirements for projects to survive competition; hence DC is essential for these FI firms. DC is defined in the way that companies can make ultimate benefits from their available or new

resources to adjust to the changing environment and to create maximum profits for their company (Ambrosini et al., 2009; Helfat and Peteraf, 2003).

DC comes from the routine operations of companies; it is said to be the competitive core competence of companies. DC is referred to as the resources, capabilities and processes by researchers (Wang and Ahmed, 2007); hence, this suggests DC is found from the routine project operations. After finding the routine DC of UK FI SMEs, it is possible to make improvements in these DC, which will help companies to compete. FI projects can be improved by looking into the DC of their routine project practices and making maximum use of their available resources. DC, which is an extension of RBV, is known for superior performance and achieving competitive advantages. RBV and its components of inimitable, valuable, rare and non-substitutable help companies to perform better than their competitors (Ambrosini et al., 2009; Jugdev and Mathur, 2006; Mathur et al., 2007).

In this study, researcher has used two main, underlying theories, Resource Based View and Dynamic Capabilities Theories to uncover the role of importance of PM in the Fashion Industry. PM is said to be a competitive tool and strategic asset in studies undertaken by various authors (Jugdev, 2004; Jugdev and Mathur, 2006; Mathur et al., 2007; Killen et al.; 2008, Petit, 2012); whereas Killen and Hunt (2013) applied Resource Based View and Dynamic Capabilities to the manufacturing and service industry for improving project outcomes. PM has been linked to Resource Based View for the last two decades. The following sections review the studies with PM in SMEs, and further PM links to DC.

2.11.4 Previous studies of RBV and DC in firms

The case study conducted by Teece (1997) confirmed that successful innovators have valuable organisational resources like organisational knowledge, routines, skill, and

customer base as tangible assets and success factors of DC. Development and deployment of these resources will be a great value addition (Killen et al, 2012).

The benefits of better planning are closely related to speed and time (Wacker and Sheu, 2006), which can be best managed by applying PM tools and techniques. Project-based organisations will constantly deliver value to their consumers. Therefore, in order to manage fashion projects systematically as well as to satisfy customers, UK FI SMEs need PM. In response to issues arising with merchandising management with fast fashion process, making use of PM tools and techniques is the basic aim of this study. FI SMEs fail due to lack of time spent on research and thinking, which leads to waste of resources and time. Strategic planning will help SMEs manage their operations, enabling decision-making in ever-changing business scenarios. However, PM will help them to improve performance by supporting designing, production and planning.

Competitive advantage needs capabilities which are not easily copied by competitors, while rapidly changing environment requires strategic advantages to be adopted rapidly and repeatedly (Killen et al., 2012). PM established capabilities which have been customised and developed over time are not easy to copy. These capabilities are repeatedly connected to improved outcomes providing competitive advantage ability of PM, which is to be viewed as strategic organisational capabilities. Competitive advantages of PM potential depend upon the extent to which a company develops PM according to the characteristics of VRIO. Primarily, it enhances the value and organisational support dimensions and these are achieved by investment in tangible and intangible PM assets.

It has been illustrated by Eisenhardt and Martin (2000) that DC are those physical (e.g., geographical location, specialised equipment), organisational (e.g., superior sales force) and human (e.g., expertise in chemistry) assets implemented for value-creating

strategies. Dynamic capabilities are the antecedent organisational and strategic routines by which managers acquire and shed resources by altering their resource base, recombine and integrate them together, generating new value by creating strategies (Pisano, 1994; Grant, 1996). The automotive industry example of Toyota has used superior product development skills to achieve competitive advantage (Clark and Fujimoto, 1991). Similarly, the example of Dell employs a superior patching process for constant segmentation of the operating business for matching changing customer demand. Managers and others build new thinking through knowledge creation routines, providing particular crucial DC in industries like optical disks, oil and pharmaceuticals where cutting-edge knowledge is essential for effective performance and strategy. DC also includes acquisition and alliance that brings new resources and skills into the firm from external sources (Eisenhardt and Martin, 2000).

2.11.5 Previous studies showing why use RBV and DC in SMEs

Arend (2012) concluded that strategic change can drive the performance of the firm; and the survey done with US SMEs to determine if SMEs projects have DC, and if DC have been used, whether differences in the characteristics of those projects lead to differences in how DC benefit firm performance. Where SMEs were found using DC, DC affected performance according to the size and age of the SMEs. Core findings are to understand the main activities of the SMEs, as redeployment of the resources to create and adapt DC should be according to the requirements of the company's functions.

Further, the research done by Dousios (2010) found three main DC in the study: first, marketing DC helps SMEs in their non-financial performance. SMEs serve local markets, hence acquiring information to their local customers and competitors is important to align their best use of their resources to create new opportunities for growth of the SMEs. Second, DC is 'strategising' which is related to organisational

behaviour capacity as the SMEs can exploit their existing opportunities and explores new possibilities for growth with equal skill. Third, DC introduces understanding of flexibility related to the element of speed. This demonstrates how the SMEs can respond to environmental change and start giving time-precise responses to these changes. This refreshes the SMEs' knowledge-processing and learning mechanisms into reformative quantities, starting a form of response into competitor or environmental signals.

2.11.6 Previous studies showing why use RBV and DC in FI SMEs

DC and its evolution are in the hands of the top management, who play an important role in decision-making and implementing these strategic decisions (Killen et al., 2012; Malhotra and Temponi, 2010). Most UK FI SMEs' operations are carried out in factories or units which lack resources, and are not using any management mechanism for their operations. Most research done in the clothing industry and the jewellery industry has remained largely ignored in project research: this research highlights the SME jewellery industry and their projects. So, this study explores PM operations as DC of UK FI SMEs.

Similarly, FI needs strategy to focus on these problems; strategic management theory of DC has recently started focusing on the strategic needs of FI, but none of the research has explored DC from the project perspective (Caniato et al., 2013; Roh et al., 2014; Wigley and Provelengiou, 2011). DC comes from the routine operations of companies; it is said to be the core competitive competence of companies. DC is referred to as the resources, capabilities and processes by researchers (Wang and Ahmed, 2007); hence, this suggests DC is found from the routine project operations. After finding the routine DC of UK FI SMEs, it is possible to make improvements in these DC, which will help companies to compete. FI projects can be improved by

looking into the DC of their routine project practices and making maximum use of their available resources.

Transformation and reconfiguration are costly; in rapidly changing environments, the ability to understand internal and external change of structural assets of firms is needed. Knowing the latest technology changes, market surveillance, constantly adopting best practices and learning organisational skills is the capacity to transform and reconfigure. It can be more easily accomplished only if it is more frequently practised. It is necessary to minimise low pay-off changes, as it is necessary to sense and scan environments for competitors and markets to quickly transform and reconfigure for further competition (Mazzucato, 2002; Prahalad et al., 2004).

Further, PM has proved beneficial in other sectors enabling a competitive advantage (Mathur, 2007) which is vital for the fashion industry. PM can do this by creating a PM framework with help of DC which assists the fashion industry respond to the unique demands of the industry. Small firms with developed DC can perform better than those with less-developed DC in supplying high value added products and services. SMEs can have idea generations, processes, and technology and market disruption capabilities as their DC, found from this study in order to become suppliers to large firms (Woldesenbet et al., 2012).

2.11.7 Previous studies showing why use PM as a strategic tool or as a DC of firms

The previous work of Ghapanchi and Aurum (2012) defined the DC theory as the capability of a company to acquire, incorporate and mix resources in a way that responds to the company's market, and this is a stronger forecaster of project performance than whether the company simply possesses its resources. Specifically, Eisenhardt and Martin (2000) defined DC as "the firm's processes that use resources,

specifically the processes to integrate, reconfigure, gain and release resources to match and even create market change" (p. 1107).

Based on the operating capabilities defined by Helfat and Peteraf (2003), Winter (2003a) and Zahra et al. (2006), capabilities enable the firm to perform its main operating activities such as manufacturing or sales of products or providing services. The process of product development signifies routine operating capability as it provides a firm's current means of generating profits or revenue.

Regenerative DC are those that regenerate the current set of DC and are implemented when the current set of DC is inappropriate due to threats in or disruption to the current business environment. In addition to these environmental changes, the current DC do not allow the firm to achieve new resource formations due to the lifecycle of markets as they emerge, collide, split, evolve and die (Eisenhardt and Martin, 2000, p. 1107). Regenerative DC's more general definition is that they are capabilities of the 'learning to learn variety' rather than defined precisely as being DC impacting on DC (Collis, 1994, p. 143). Similarly, Ambrosini et al. (2009) outlined that DC needs to be refreshed and renewed due to change or dynamism in the market environment through adjusting the mix of the extant resource stock in these situations, rather than waiting for the present resource base to be rapidly eroded and later develop new DC as per the business requirements (Lawer, 2010).

Previous work of Zahra and George (2002, p. 186) defines Absorptive Capacity as "A set of organisational routines and processes by which firms acquire, assimilate, transform and exploit knowledge to produce a dynamic organisational capability… pertaining to knowledge creation and utilization, which enhances a firm's ability to gain and sustain a competitive advantage". Absorptive capacity is strategic management theory advancing in line with RBV and DC; it is a step ahead in creating

DC by learning and acquiring the knowledge. When firms have to develop DC, they create knowledge to compete against the market competition.

The relationship between an organisation, PM capabilities and its ability to establish sustained competitive advantage through service offerings and new products with PM was identified as a DC in PhD study. The theoretical nature of the PM literature did not provide a theoretical base for exploring the relationship between competitive advantage and PM capability at that time. There was a challenge for Killen's PhD study (Killen et al., 2008) because of the lack of accepted theories; therefore, to understand this, one of the research questions explored whether strategic management theory can be applied in this scenario. Highlighting the presence of PM literature with strong strategic importance, Killen chose to combine the theories from strategic management. Research conducted with RBV and DC perspectives had great value in the previous work done by Jugdev (2004) and Mathur et al., (2007), with the application of RBV and PM to justify application of DC to explore PM capability (Killen et al., 2012), PM capabilities and competitive advantages were investigated by qualitative research methods through case-studies with DC perspective.

The previous studies on DC by Teece (1997) found relationships between the processes, historical path and positions used by the firm, the development of the competitive advantages in dynamic environment and future options available by the development of the process, position and path (PPP) framework. A combination of tacit and explicit learning mechanisms in the PM environment found support for the proposition that DC co-evolves in this process (Prahalad et al., 2004; Mazzucato, 2002., Teece, 1997) provided a model of the mechanism for the relationship between DCs, resources, performance and learning, which strongly rely on the resource position of the organisation: process or routines which are path-dependent in generating competitive advantage. Teece et al., (1997) and Teece (2007) found the DCs framework (i.e., process, procedure, organisational structure, decision rules,

decision, and distinct skill) was identified as micro-foundations. The framework suggested how to make the necessary reconfiguration in a business project's tangible and intangible assets to maintain competitiveness through enhancing, combining and protecting.

The case study using the PPP framework by Teece in 1997 also found successful innovators or valuable organisational resources (such as organisational knowledge, routines, skill, and customer base as tangible assets) as success factors in the use of DC. Development and deployment of these resources were given additional, detailed investigation in Killen et al., (2012) case study.

DC has potential for learning and transformation and reconfiguration. Application of a DC framework will facilitate far beyond best practices, in understanding the mechanism enabling PM capabilities in the fashion industry to lead to competitive advantages. Also, allocating future research to analyse the existing literature on PM capabilities with DC theory will provide a framework for sustaining the fashion industry. As an example of specific fashion organisational capability that acts as a DC, the literature also is strengthened by the addition of PM capabilities. The growing body of literature investigating DC enhances study of PM capabilities, their relationship to sustainable competitive advantage, evaluation through organisational learning and their establishments (Killen et al., 2012).

Learning DC is the potential for learning inter-organisational skills, known as the coordinative management process. Preventing strategic blind spots, to recognise dysfunctional routines of firms, also by partnership and collaborations, can drive new organisational learning (Brady, 2004).

2.12 Literature review framework in FI

In this research, in order to develop the new framework on PM in the fashion industry using DC and RBV, the following features from the literature are considered with a brief explanation:

1. Process Improvement

   Routine project process or activities to be improved by PM (Easterby-Smith et al., 2009; Teece, 2007; Zahra et al., 2006; Zott, 2003).

2. Technology

   Technology upgrade is necessary with the latest innovations in the markets (Petit, 2012, Sheridan et al., 2006; Teece and Pisano, 1994).

3. Innovation

   Innovative designs are the factors demanded in the fashion industry (Pal and Torstensson, 2011; Parrish, 2010; Bruce et al., 2004).

4. Production and Stock Planning

   Planning is crucial in production and stock maintenance for keeping firms away from gathering dead stock (Tyler et al., 2006; Kannabiran and Bhaumik, 2005; Christopher et al., 2004).

5. Improving Customer Service

   Customer service is known to be the backbone of the fashion industry for getting new projects (Woldesenbet et al., 2012; Sheridan et al., 2006; Kannabiran and Bhaumik, 2005; Abecassis-Moedas., 2006).

6. Continuously learning, Sensing and scanning new opportunities in business by Transformation and Reconfiguration.

   Continuously learning, sensing and scanning new opportunities in business by transformation and reconfiguration through finding competitive advantage (tangible and intangible resources) assets of the company and developing them for growing or being ahead of the competition (Killen et al., 2012; Teece, 2007; Zahra et al., 2006; Zott, 2003).

7. Supplier management

   The company has to adjust according to supplier's management to complete fashion projects (Sheridan et al., 2006; Tidd et al., 1997).

2.13 Literature Gap on research topic

Table below justifies how this study has not been done before and topic that has been covered in fashion industry (FI), SMEs, Project Management (PM), Resource base view (RBV) and Dynamic Capabilities (DC).

Table 1.2: Literature Gap

	Literature Evidence	Research Gap	Research Question
1	Fashion Industry		
	Finding solution for clothing and textile supply chain management (SCM) by agile or lean management (Bruce et al., 2004)	Lack of studies showing project management in fashion industry.	How do companies with SCM adopt lean or agile?
	With buyer–supplier relation change and		

	overseas completion, retaining significations in clothing and textile industries (Taplin, 2006)		
	Fast fashioning in supply chain (Barnes and Lea-Greenwood, 2006); Suppliers management (Doyle et al., 2006)		
	(Pan and Holland, 2006) using customer opinion in design process; agile supply chain to shorten time-to-market by consumer preference in design process (Christopher et al., 2004); Resilience and responsiveness aligning product design and supply chain (Khan et al., 2012); Clothing value chain with integrating retail and design (Abecassis-Moedas, 2006).		How SCM helps in designing fashion products?
	Leading jewellery manufacturer with effective SCM (Kannabiran and Bhaumik, 2005); Differences based on SCM activities with company characteristics (Lee and Kincade, 2003); New product development in fashion clothing influenced by SCM (Tyler et al., 2006)		How SCM helps in fashion management?
	Manufacturing competitiveness with help of manufacturing planning and control systems (MPCS) (Wacker and Sheu, 2006); Quick-response (QR) as strategy for controlling cost (Yan et al., 2008); Rapid manufacturing (RM) process is becoming vital for cloth manufacturing (Bingham et al., 2007)		How practices like MPCS, QR and RM in manufacturing can be adopted in fashion manufacturing?
2	PM		
	What contributes to project success, using PM practices in high technology SMEs	Lack of PM application in	How PM practices can help SMEs in

	(Murphy and Ledwith, 2007); Which PM practices (approaches) are effective in product or service development by SMEs (Larson et al., 1991); PM in SMEs need process to fit the nature of the firms (Turner et al., 2010)	fashion SMEs	managing projects?
	Project performance, best practices, value creating mechanisms their potentials which contributes to project performance (Besner and Hobbs, 2006); Researching on actual practices of PM needs to be improved with traditional PM actually practised (Cicmil et al., 2006); Standardised PM (SPM) practices may increase development of project success (Milosevic and Patanakul, 2005);	Lack of project performance in fashion industry	How PM practices can help in successful projects?
	Issues involved in success & failure of projects reasons behind the both (Attarzadeh, 2008); Project success & perceptions behind it, what are the categories of successful projects (Camilleri, 2011)	Lack of studies informing success and failure in fashion industry	How success is described in projects?
	Developing organisation PM capabilities with help of PM theories of practitioner (Crawford et al., 2006); Open source software projects analysing impact of project capabilities on project performance (Ghapanchi and Aurum, 2012)	Lack of studies practically showing PM capabilities in fashion industries	How PM capabilities impact on project performance?
	Finding PM formality and resource flexibility in product development projects (Titikonda and Rosenthal, 1999); Resources capacity is committed and when PM is scheduled driven in multi-project environment (Yaghootkar and Gil, 2012)	Lack of studies showing RBV and its prospective in fashion industry	How Resources capacity can help PM in Projects?

3	SMEs		
	Implementing total quality management (TQM) with SMEs (Ghobadian and Gallear, 1997), Implementation of Enterprise resource planning (ERP) in SMEs for global completion & controlling operations (Malhotra and Temponi, 2010); Implementation of electronic data interchange (EDI) in Portuguese clothing and textile SMEs (Dhillon and Caldeira, 2000); SMEs in Clothing and textile industry with activity-based costing (ABC) and activity based management(ABM) model (Hughes, 2005)	Lack of studies showing PM in fashion SMEs	How implementation TQM, ERP, EDI, ABC and ABM help fashion management?
	Birmingham jewellery report showing decline in SMEs, and reasons behind it (De Propris and Lazzeretti, 2007);	Lack of studies showing improvement solutions to Fashion SMEs	How can performance be improved in jewellery sector?
	SMEs clothing experience for international manufacturing strategy (Bolisani and Scarso, 1996)	Lack of strategy studies in fashion SMEs managing projects	How international manufacturing strategy can benefit clothing SMEs?
	Enterprises measuring change project management with manufacturing firms (Taskinen and Smeds, 1999)		How measuring change PM benefits SME?
4	RBV+DC		
	Enterprise performance sustainability with help of DC theory explaining the (Teece, 2007); Mintbergs school of thought assessing DC (Arndt, 2011); An introduction to firms DC (Teece and Pisano, 1994); 10 years after	Lack of practical studies done with application of RBV and DC with Fashion SME	How adoption of RBV and DC theories help improve SME performance?

	1991 of RBV of the firm (Barney, 2001a); Rent creation from resource picking and capability building (Makadok, 2001); Future directions and current debates on DC (Easterby-Smith et al., 2009); Understanding organisational change by applying organisational routines (Becker, 2005); Strategy for ever changing world in dynamic and operational capabilities (Helfat and Winter, 2011); Strategy of replication (Winter and Szulanski, 2001); Strategy moving towards dynamic theories (Porter, 1991); Firms capabilities and its evaluation (Helfat and Winter, 2011)		
5	PM +RBV+DC		
	Study used RBV to study PM as strategic asset, also known as competitive advantage (Jugdev, 2004)	Lack of studies with RBV to study PM as strategic asset in prospects with fashion industry	How RBV was used to study PM as strategic asset?
	For implementation of strategy, PM is said to be key tool (Lee and Anderson, 2006) Developing theory in PM, using PM as strategic assets with resource base view (RBV) (Jugdev, 2004). Applying strategic management theories to PM and portfolio management (Killen et al., 2012)	Lack of strategy implementation of PM in fashion industry	How strategy theories RBV and DC are applied to PM?
6	DC & SMEs		
	Research agenda, model, and review of DC in entrepreneurship (Zahra et al., 2006); Micro foundations and nature of sustainable entrepreneurship by explicating DC (Teece,	Lack of studies with fashion SMEs with application of DC theory	How application of DC suggests prescriptions for further growth?

	2007); DC in Small firms, the role of entrepreneurial in supplying large firms (Woldesenbet et al., 2012)		

2.13 Summary

The chapter has presented the detailed literature review on the UK SME clothing and jewellery industry and on DC theoretical contexts. Further, the chapter has presented the need for projects and project management in UK FI SMEs. The study also presented the importance of strategic management theories in UK FI SMEs and showing the DC used in UK FI SMEs. Lastly, the research has presented the framework found from the previous literature from FI management and DC; the research presented the literature review table to justify the research gap. After looking at the previous literature review and literature gap for the study, the next chapter presents the methodology selection for this study. The methodology chapter justifies the philosophies and approaches selected for the study. Data collection instruments, credibility and data analysis used for this study are discussed.

CHAPTER THREE: RESEARCH METHODOLOGY

3.1 Introduction

Having discussed literature review in the preceding chapter regarding Fashion Industry (FI), present chapter discusses and justifies the appropriateness of the methodology to achieve the research aim. Moreover, this chapter contextualises and justifies paradigms, philosophical assumptions, research design, case-study (strategy), methods selected for the data collection and sample selection for the study. This study's adopted epistemology consists of constructionism and interpretivism for its theoretical perspective. This study is qualitative, exploratory and inductive in nature. Furthermore, Section 3.6 discusses the research design, employing multiple case studies, access, ethics with case studies and profiles of the case companies. Section 3.7 discusses the data collection techniques used and triangulating the data collection with semi-structured interview, document analysis and observation. This section also justifies the sample selection of the case companies and participants for the research.

The qualitative research needs to be checked for credibility as these studies are always questioned for quality. Thus, Section 3.8 discusses this. Robust findings are found from the way data has been analysed to make sense out of the stories and narratives of the participants. Section 3.9 discusses the analysis of this study. Section 3.10 provides the research limitations of this study. This section also provides a brief description of researcher and its relationship with the study, why some things were included or excluded to obtain the findings towards the research questions. It also includes the ways in which the data is presented in data analysis and findings chapter. The chapter concludes with a summary.

3.2 Research overview

Although there has been great deal of literature targeting dynamic capabilities theory (DCT), most of it targets large companies in food, or pharmaceuticals with brand name companies (Beske et al., 2014; Eisenhardt and Martin, 2000). Studies which have concentrated on SMEs have targeted how the companies can become suppliers to larger brands (Woldesenbet et al., 2012). Dynamic Capability (DC) in Fashion Industry (FI) has mainly targeted internationalisation, outsourcing strategy and also branded cloth designers (Frasquet et al., 2013; Caniato et al., 2014).

PM is found in use by SMEs which is discussed in details in section 2.9; similarly few studies have employed DC in SMEs in section 2.11.5 and DC in FI SMEs in section 2.11.6. But none of the previous studies has concentrated on PM in UK FI SMEs; this research is trying to find DC of daily project operations found in FI SMEs. As discussed in chapter 2, there has been limited empirical evidence showing DC in cut, make and trim (CMT) units, cloth and jewellery designers and the jewellery industry. As a result, research has come up with questions: Why PM has been approached by FI? How these DC are changed in the FI from time to time, what are the critical factors that can enable the development of PM practices within FI operations? As an outcome, the aim of the research is to explore PM approaches in the FI that are used and which DCs help these FIs. Further objectives were developed (see figure 2).

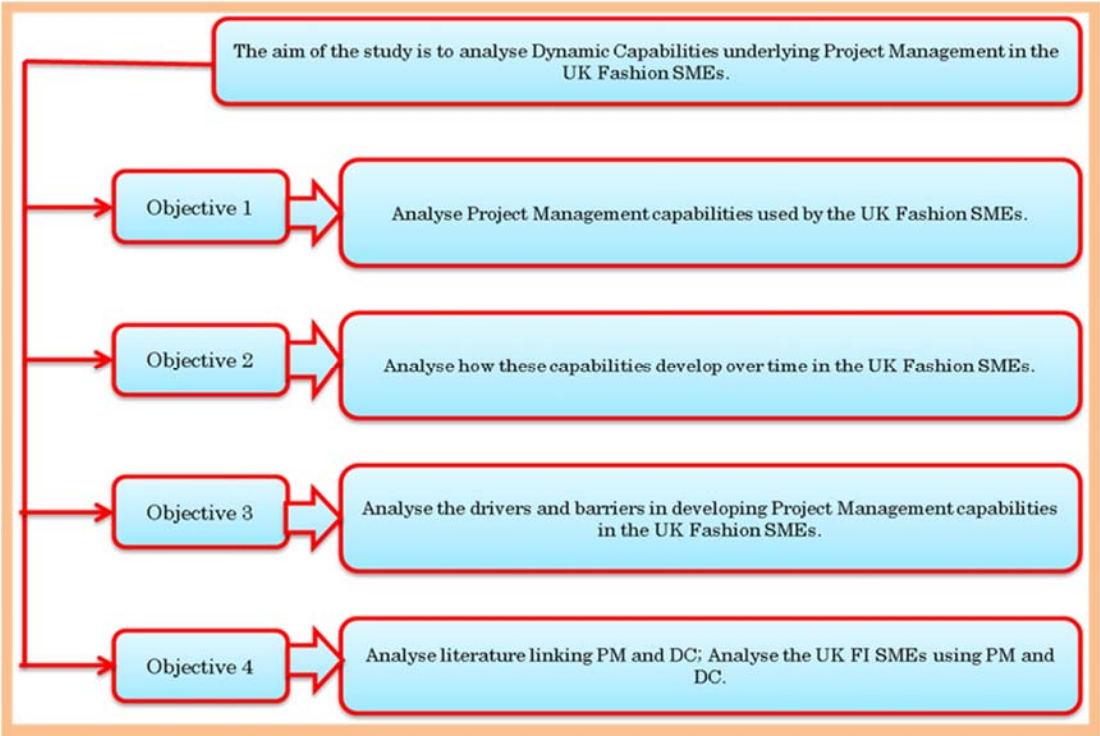


Figure 3.1: Aim and Objectives

3.3 Quantitative and qualitative research paradigms

There are three research paradigms rooted in the process of enquiry, which are selected specific to the research topic. The quantitative paradigms are called experimental: the positivist and the empiricist, and are also called traditional approaches. The qualitative paradigms are called interpretive approaches: naturalistic, post-positivist or postmodern perspectives or constructivist. Third paradigm is mixed method which has the mixture of quantitative and qualitative paradigms called as pragmatic approach (Creswell, 1994).

Quantitative and qualitative differ in their ontological, epistemological, axiological, rhetorical and methodological approaches. Both paradigms are described in table 3 with explanation of all the above assumptions and what enquiry does each assumption

make. Creswell (1994) has developed these assumptions based on three sources: Firestone (1987), Guba and Lincoln (1988) and McCracken (1988). Highlighted texts in all tables are research elements selected for this study.

Table 2.1: Assumptions behind quantitative and qualitative paradigms

Assumption	Questions	Quantitative	Qualitative
Ontological assumption	What is the nature of the reality?	Reality is objective and singular, apart from the researcher.	Reality is subjective and multiple as seen by participants in a study. PM practices are individual according to each case company's requirements.
Epistemological assumption	What is the relationship of the researcher to that researched?	Researcher's position is independent from that being researched.	There is interaction between researcher and that researched. Researcher had interaction with key informants evolving emergent with FI SMEs also observations were done at their sites for understanding PM phenomenon.
Axiological assumption	What is the role of values?	Unbiased and value free. (Realism)	Biased and value laden. (Constructivism) Research has taken all the steps for making the research none biased.

Rhetorical assumption	What is the language of the research?	Formal. Impersonal voice. Using accepted quantitative words. Based on set definitions.	Informal. Personal voice. Accepted qualitative words Evolving decisions. Researcher has collected data through interviews, observations and documents.
Methodological assumption	What is the process of the research?	Process of deduction. Cause and effect. Categories are isolated - static design. Before research. Context free. Generalisations leading to understanding, explanations, and prediction. Reliable and accurate through validity and reliability.	Process of induction. Shaping through mutual real-time factors. Categories identified during research process - emerging design. Context–bound. Theories develop for understanding, patterns. Reliable and accurate through verification. Data analysis is Inductive, expand or construct theory Findings are holistic and thick.
Source: Adapted from Creswell (1994), p. 5			

Quantitative research consists of two methods: experiments and survey. Experiments are held practically on the subject within conditions for treatments and using non-randomised designs for quasi-experiments, this also includes single-subject design in quasi-experiments (Creswell, 1998).

Surveys use structured questionnaires and structured interviews as method of data collection, which can be achieved through longitudinal studies and cross-sectional

studies. Surveying has an intention to generalise the results from a sample to the larger population (Creswell, 2007).

Qualitative research consists of several traditions from social and human science approaches. It has twenty types and is categorised according to the methods used in data collection, analysis and ways of writing and presenting the findings. Qualitative research limit the numbers of designs in this study, only four frequently used designs in social and human sciences research are discussed further (Creswell, 2012).

Ethnography is interactions with a cultural group in its natural settings conducted for a prolonged period by the researcher. Data is collected by observation and research is challenged by the value-laden judgments and conceptual alternatives. The findings from these studies invoke a call to action, aid emancipatory goals, raise consciousness, and negate repressive influences that potentially will lead to social change (Silverman, 2011).

Grounded theory involves deriving a theory by using multiple stages of data collection; the interrelationship and refinement of categories of information is attempted by the researcher (Strauss and Corbin, 1990). Two primary features of this method are theoretical sampling of different groups to maximize the differences and the similarities of the information; this design involves the constant comparison of the data with emerging categories.

Phenomenological studies involve examining human experiences through the detailed descriptions of the people being studied. It is also known as “live experience” understanding philosophy based on work of many researchers. The study involves prolonged and extensive engagement to develop relationships and patterns of meanings. The researcher “brackets” his or her own experience in order to understand those of the participants in the phenomenological process (Nieswiadomy, 1993).

Case studies involve exploring a single phenomenon or entity ("the case") bounded by activity and time (process, event, a program, institution, social group), collecting data for a sustained period of time using detailed information by using a variety of data collection procedures (Yin, 1994). By doing this, the researcher can confirm the appropriateness of the research study; hence researcher has used multiple cases to test its research objective.

3.4 Why qualitative research? Justification

Qualitative research is employed to understand the concepts, meanings, symbols, characteristics, definitions and descriptions of things. Understanding group or individual perceptions in their environment are the focus of the qualitative researchers (Brymen and Bell, 2007). Researchers use qualitative research approaches for two main reasons (Creswell, 2008). First, a qualitative research approach is appropriate when the available theory is likely to be inaccurate, biased and inappropriate. Second, a qualitative research is convenient when there is a lack of existing evidence in previous research or literature that the problem has been studied. Indeed, there is lack of empirical research and literature evidencing the study of PM as DCs in FI SMEs in the UK. Quantitative researchers focus on social structures, whereas qualitative investigators describe the meaning of the real life "unfolding of the social process". Exploring meanings and feelings and making interpretations in everyday situations are the concerns of qualitative research methods (Lincoln and Guba, 1985). Human actions are influenced in their natural settings, so there is a need for study in the FI (the case companies). Thus, according to (Creswell, 1998) one should gather materials through gaining access, involving going into the field and collecting data through observations and interviews.

The focus of the nature of the research problem starting from why and how through narration of the stories by owners of the developed and developing PM as DC in the FI

SMEs for success are the reasons for using qualitative data. Exploratory and narrative approaches are best used to address these research questions in their natural settings (Yin, 2009; Creswell, 1998). Firstly, the research questions of this study are to identify (explore) the phenomenon of PM as DC in FI and so the study needs a qualitative research methodology with a case study strategy. Case studies need multiple sources to validate its credibility; therefore researcher collected data through semi-structured interviews, observations and document analysis in order to achieve the research aim. Secondly, the selection of the approach can also be decided by the researcher's personal experience (Creswell, 1998). Qualitative research allows researcher to be creative and offers flexible research design for this study. Table 3.2 presents the summary behind the logical explanations for each dimension of the research design.

Table 3.2: A pragmatic alternative to the key issues in social science research methodology (adapted from Morgan, 2007)

Dimensions in research	Interpretive	Positivist	Pragmatic approach
Connection of theory and data	Induction (eight cases) findings come from data making comparison with previous theory	Deduction	Abduction
Relationship to research process	Subjectivity. Each case company has their own subjective meanings of PM	Objectivity	Intersubjectivity
Inference from data	Context. Cases from jewellery and clothing SMEs	Generality (Generalisation)	Transferability
Source: Adapted from Farquhar (2012), p. 22			

Table 3.3 explains more about the interpretive paradigms selected for this research, comparing it with the positivist.

Table 3.3: Concluding implications of Kuhn's paradigms for case study research (adapted from Maylor and Blackmon, 2005; Easterby-Smith et al., 2008)

	Interpretivism	Positivism
Researcher	Engaged	Detached
Research questions	Why, How (Why and how PM is used in UK FI SMEs)	What
Values	Laden (Biased and value laden)	Free
Concepts	Is defined, open to reconsideration during course of research. (PM is reconsidered as cases has their own approaches and understanding for PM)	Clearly defined to enable measurement
Units of analysis	Rich in themselves and complex- (Case companies). (Interview text, observational notes, photos, documents)	Simplified and classified
Generalisations	Induction (Findings come from data making comparisons with existing theory)	Deduction
Underlying logic role of theory	Generation of theory through themes or pattern analysis. (Findings are found through matching common themes)	Theory testing through hypothesis formulation, data collection testing
Samples	Decided according to research objective (purposive cases are selected)	Random
Findings	Meanings (interpretations and understanding of the informants approach of PM are presented in this study)	Measure
Adapted from Farquhar (2012) p. 23		

The research logic of this study is inductive, as by looking for patterns in the data as here, the aim of the researcher is to extend theory from data. The aim of case study research is to understand and explore, and therefore the research is concerned with induction (Farquhar, 2012). As the study lacks plausible existing theory in the literature, the research question is framed in terms of the importance of the phenomenon (Eisenhardt and Graebner, 2007). The study explores the PM phenomenon in the FI: how the PM activities are DCs of the cases, helping the jewellery, designer and clothing industry to complete their projects.

3.5 Philosophical assumptions for qualitative research

Epistemology is concerned with "what is known as acceptable knowledge", that such and such is truth or how we know what we know and how we explain and understand this knowledge (Saunders et al., 2012; Crotty, 1998). The word is derived from a combination of two Greek words, 'episteme' which means knowledge and 'logos' which means explanation. It is concerned with justification of realities and with the nature of knowledge (Denzin and Lincoln, 2005). It is a specific theory of knowledge, of what constitutes as acceptable knowledge in the field of study (Saunders et al., 2009).

'Social constructionism' is adopted as the epistemological approach for this study. This means individuals may have different meanings or interpretations of the situation they are in; social actors may perceive different situations in varying ways to make sense of their own view of the world. There is no absolutist world, so the nature of their social interactions and their actions are affected by the interpretations of these social actors (Saunders et al., 2012). The constructionism approach enables the exploration of PM in the firms of the UK FI SME cases, as the aim of the study is to how PM is approached in UK FI SMEs.

Epistemologies for the qualitative researcher are referred to as interpretivist, phenomenological or social constructionist for their focus on interacting with the participants and making close engagement with the research phenomenon (Farquhar, 2012). So, the interpretivist paradigm is most naturally suited for this research, seeking to interpret and understand the world in terms of its participants. It allows the researcher to understand the viewpoint and access the personal experience of the participants. Reflection on the distinctiveness of humans, which believes that the social world requires a different logic, is predicated in the interpretivist research (Bryman, 2008). Key informants from the case companies had their own way of managing the projects and innovation for further growth. Each interview participant has his/her own realities from his/her own perspective. As participants all individuals, has their own socially constructed multiple realities for the PM concept. The researcher is trying to interpret the meanings of PM as DC based on the practices of various companies in the FI. Knowledge construction is actively acquired by the researcher and the research participants, in the area of what is being researched. Similarly, the "constructed reality" from this study aims to build the knowledge of PM as DC.

In the process of following the interpretive paradigm, it is easy to explore the project operations and what works best in the UK FI SMEs' understanding, and to interpret the meanings of participants in the context of these case companies. Hence, to understand the PM of these case companies in their complexity in particular socio-cultural contexts, the interpretative paradigm is useful in this research (Farquhar, 2012). Table 3.4 describes the characteristics of interpretivist research.

Table 3.4: Characteristics of interpretivist research (compiled from Creswell, 2007; Gribich, 2007; and Lee and Ling, 2008)

Elements	Description
Understanding	The realities are presumed to be multiple and fluid. Reality exits within mind and is viewed as societally and socially embedded. PM practices are multiple and fluid as they are different according to the each case company's routine operations.
Subjectivity	This involves interpreting meanings according to their own subjective frame of reference and actions of the actors. Each case has its own interpretive meanings of PM according to their basic project operations.
Subjective	Research encompasses how they have been constructed and researcher's own view. Recognised by the members of culture. Case companies have their PM practices limited to their knowledge and through their own innovative ideas.
Setting	It involves an in-depth investigation. The subject of research is not removed from what surrounds it in everyday life; its emphasis is on natural settings. PM phenomenon was observed within cases of the UK FI SMEs, interviews inquired the questions regarding daily project operations and routines in their natural settings.
Holistic	The researcher must look at its parts in terms of its whole and the whole in terms of its parts; in interpreting a phenomenon. PM phenomenon is compared with those found with previous PM theories in SMEs, interpreting DC in UK FI SMEs with case companies' practises.
Rich insight	The researcher can gain a much fuller understanding of the phenomenon, by exploring in depth. Researcher collected the data through interviews, organisational ethnography and document analysis; to explore the PM phenomenon within cases in the UK FI SMEs.
Adapted from Farquhar (2012), p.20	

3.6 Research design (Multiple case studies)

After discussing the research paradigms and research philosophies, this section discusses research strategies, methodological choice and selecting the time frame. The research aim lays the ground for the research objective, and the way the research objectives are answered influences the approach to the theory and philosophical choice. Choice of the research approach and philosophies made by default or deliberately, will subsequently influence the further choice of methods of data access, collection and analysis of the findings (Saunders et al., 2012).

Methodology is concerned with how researcher theorise, conceptualise and make abstractions with the methods or techniques they utilise to collect and analyse data. It is a plan of action, process, strategy or design or particular method lying behind the choice to get the desired outcome (Crotty, 1998). In order to try to provoke what are the different PM approaches used by owners and managers of the FI, exploration of the case is essential, interpreting the meanings of what they are doing or thinking to be happening. As this researcher is using the process of data collection from interviews, observations and document analysis and trying to analyse and interpret their meanings from the case companies, so the flexible qualitative multiple case study is selected for this study (Farquhar, 2012). Qualitative research unfolds and evolves as the study progress; design is much more flexible and less specification takes place (Punch, 2005).

3.6.1 Case study

Case study is used in this research, as it can employ multiple sources of evidence to investigate a contemporary phenomenon within its real life context. Case study is mostly exploratory or explanatory, having capability to answer “how” and “why”

research questions (Yin, 1994; Saunders et al., 2012). Case studies are used when the study has the following conditions:

1. Research questions are posed in "how" and "why" (Yin, 2009).

2. An event is not under the control of or has very little control by the researcher (Yin, 2009). When researcher was in the field she had to respect the schedule of interviewees, without having any control over events in the case companies' management. Researcher tried to make her presence as discrete as possible, while making field visits to the case companies.

3. The study aim is to focus on real-life contexts, and in-depth investigation into contemporary phenomena; but when relevant behaviours cannot be influenced (Yin, 2009). Researcher has investigated the case companies' real-life project practices, without influencing them regarding the formal practices of PM.

4. No clear boundaries of evidence between phenomena and the context (Yin, 2009). The study did not find any clear boundaries of evidence of formal PM practices in the case companies' background.

5. More variables of interest than data points (Yin, 2009).

6. Data needs to congregate in a triangulating fashion, relying on multiple sources of evidence (Yin, 2009). Researcher has employed multiple sources of data collection techniques to achieve within-case and cross-case analysis.

7. For guidance in the process of data collection and analysis, prior development of theoretical propositions is necessary (Yin, 2009). Theoretical propositions were prepared as a guide for preparing the interview protocol, theme and pattern-making process in the analysis.

This study investigates PM capabilities of UK FI SMEs help them to complete their projects successfully. Hence, qualitative multiple case study is selected for this research; the cases selected are one designer and two (cut, make and trim) units in the clothing industry; and one designer, three wholesalers and a retailer from the jewellery industry. These cases were selected on the basis of the concern of the study to research PM used in the project process of the FI through development of DC theory. The researcher studied the basic management processes to complete FI projects, how and why DCs are able to sustain FI competitions, what are the drivers and barriers in developing PM capabilities, how these capabilities are developed over time, thus by linking the literature of PM and DC, and analysing the UK FI SMEs practises of PM and DC .

Multiple case studies is considered to be different methodology compared to single case study; for example, political science and anthropology have developed different rationales for undertaking a set of single case studies and a second set for undertaking what is called multiple case study, which is considered as a comparative method (Yin, 2009).

Multiple case studies have several advantages in comparison to single case studies, which are also required for this research. The research is regarded as more robust with the help of evidence based on multiple cases. They help achieve a more convincing interpretation for the findings; multiple case studies are included for obtaining more variation across the cases (Miles and Huberman, 1994). The investigation of PM phenomenon can be undertaken in diverse settings through choosing multiple case studies allowing cross-case comparisons (Yin, 2003a, p. 53). Accordingly, this study has selected cases from the jewellery, designers and clothing industry they were selected as they can provide contrasting situations from three industries as the study is not seeking direct replication. The study is considered to be theoretical replication as three industries predict contrasting results for anticipatable reasons. A researcher's

ability to arrange or conduct six to ten multiple case study design effectively is analogous to an ability to conduct six to ten experiments on a given topic. A few cases (four to six) might be designed to pursue two different patterns of theoretical replications, whereas a few cases (two to three) would be literal replications (Yin, 2003).

Development of a rich theoretical framework is an important step in these replication procedures. Conditions under which a particular phenomenon is likely to be found (a literal replication) need to have a stated framework for this situation. Also, the framework needs to state the situations or conditions when a particular phenomenon is not likely to be found (a theoretical replication). The means of generalising to new cases are undertaken through the theoretical framework, which is similar to cross-experiment designs (Yin, 2009, p. 54). Using multiple sources in data gathering and ability to deal with this variety of evidence is the key strength of the case study.

There are four stages in case study research (Yin, 2009). Stage one of designing a case study is concerned with developing the protocol and determining the required skills for the research. Preparing for conducting interviews and data collection is stage two. Adopting a strategy and analysing the evidence is stage three, and stage four is making implications, recommendations and developing conclusions based on the evidence and data collected (Voss et al, 20002).

Although case studies are designed in a way to bring deep, rich insight, it is possible to bring out details from the interviewees by using multiple sources of data evidence. Further data collection and analysis methods are known to reduce some irrelevant details; so, it is suggested to use multiple sources of data which helps maximise the range of data required in order to reach accurate results and accurate explanation (Stake, 1995).

Case studies are identified in three types: descriptive, explanatory and exploratory (Yin, 2009). Descriptive case study requires developing a theory before conducting general investigations. She indicated that an explanatory case study can be used for conducting general investigations; while an exploratory case study is often considered as an introduction to social research. There are another three types identified by (Stake, 1995): Instrumental – when the aim of the case is to investigate more than what is obvious to people, Intrinsic – when researcher is interested in carrying out her research; and Collective – when more than one case is investigated. This study can be described as multiple, collective, exploratory and instrumental; researcher was interested in exploring what is going on behind the scenes in multiple case studies in UK FI SMEs.

The techniques employed to collect and analyse the data relate to the research objectives and are also the sources of evidence in the case study learned by (Crotty, 1998). Six primary sources of evidence are used for case study research: interviews, direct and participant observation, documentation, archival records, physical artefacts, as suggested by (Silverman, 2001).

3.6.2 Research cases companies

Researcher conducted eight case studies with UK FI SMEs. Three cases were selected from the clothing industry with one designer and two (cut, make and trim) units from Leicestershire; and five cases from the jewellery industry, one designer from London, three wholesalers from Leicestershire and one retailer from Luton. Cases chosen for the research were selected from FI SMEs managed by families or employees. Hence, it is believed that the FI will promote the use of DC, making use of some of the improved project practices, achieving a more in-depth approach to PM in UK SMEs. SMEs were selected as these enterprises have their own approaches to complete projects and are competitive in the market: in order to know more about stories behind

the scenes of how to be competitive, what changes are made in DCs from time to time, and how and why their current PM approaches are used for managing their projects. Due to unawareness in the PM systems, this research will guide these SMEs to follow more formal PM and DC procedures in this highly competitive industry. Table 3.5 presents all the case company profiles selected for this research.

Table 3.5: Case company profiles

Case study	SME profile	Project team	Interviewees' age and sex	Age of the SME (years)
1	Designer brand (DB) Leicester	500	55 M 52 M 50 F 32 M	40
2	Wholesaler-1 (W-1) Leicester	100	50 M	25
3	Wholesaler-2 (W-2) Leicester	300	32 M 60 M	45
4	Jewellery retailer (RT) Luton	100	55 M 57 M 30 M	38

			32 F 24 F	
5	Cloth designer (CD) Leicester	100	30 M	8
6	Jewellery designer (JD) London	25	30 M	7
7	Cloth manufacturing unit-1 CMT-1 Leicester	100	30 M 32 M 60 M	7
8	Cloth manufacturing unit-2 CMT-2 Leicester	200	38 M	18

3.6.3 Ethics and access in case study research

As researchers have to follow ethical guidelines set down by universities professional bodies and research councils to get access to the case companies (organisation). The case companies were reassured that this researcher would act responsibly after they granted access to the data needed for a creditable piece of their research. Access becomes less challenging by demonstrating a sound knowledge of supporting documentation and ethical procedures. As a case study researcher need to be

connected closely to the case companies to understand the context of the research and the complexity of the case companies' business phenomena. Negotiating access requires preparation of paperwork for ethical approval, and contacting participants and obtaining their permission for data collection. The code of conduct includes permission for access to interviews and observations on set dates and times, availability of resources provided on site for researcher's research, permission to record interviews with audio or video and to take photographs.

This informed participation requires negotiation of written consent about participating in the case study:

1. Decision of participation in study; information about the research which is relevant for this research.

2. Providing information sheets in writing regarding the subject; making sure that subjects understand research information

3. Written consent ensuring the participation is voluntary for the study and participants can withdraw at any stage (Silverman, 2001).

4. Providing a clear account of the purpose for and the type of access required, including permission for audio or video recording during interviews and field observations (Saunders et al., 2012).

Written consent was received from twelve case companies, meeting the request of the researcher to the gatekeepers of the case companies to grant permission to collect data. Finally, eight potential cases allowed access, and researcher was able to collect the practical data.

After negotiation with the case companies, gaining access to information required for researcher's study with participants who have agreed to provide data depends upon

trust and confidentiality (Silverman, 2011). It is also suggested to invite and practise conducting the interviews with supervisors and colleagues in an internal seminar before proceeding for the final data collection (Silverman, 2011).

Frequently raised under concerns of confidentiality are protecting identity, location and place, where it is necessary to keep this information regarding participants. This includes being aware of western ethical guidelines for conducting research, as the data collection for the study was to be conducted in the UK. The relationship between researcher and participants is mainly concerned with trust, being a classic key to the constantly unfolding challenge during the research and maintaining good field relations. The researcher found participants from the jewellery industry through working with them and the clothing industry through access in community contacts gained by trust and promising to keep confidentiality against the data collected for the study.

Negotiating and obtaining access to the clothing and jewellery industries was a hard task; the researcher had to present and explain the research topic; why and what would be explored in the UK FI SMEs was made clear to twelve case companies. The University of Bedfordshire's ethical approval letter was also send by email in order to build credibility in the minds of participants. The jewellery industry participants had to be assured regarding their anonymity; field work in the jewellery industry was restricted from taking any photographs to maintain their security. Six case companies were kept anonymous for the peace of the mind of participants and to obtain real-world, rich insight to their management tactics.

3.7 Data collection techniques used for this research

The researcher decided to use a case study approach making use of multiple sources of evidence, i.e., semi-structured interviews, observations and document analysis in order to achieve research objectives.

3.7.1 Semi-structured interviews

Interview is defined to be purposeful conversation between two or more people, requiring the interviewer to build a rapport, through asking unambiguous, concise and logical questions, to which interviewee is willing to respond, and to listen attentively. It is about listening to the answers to be able to explore these further for required research purpose (Saunders, 2012, p. 372). Interview helps to gather valid and reliable data that are valid for the research objectives and questions. There are several positive aspects of interviews. First, flexibility for both interviewer and interviewee is provided in interviews. Second, interviews have a higher response rate, as more people prefer to react verbally rather than in writing. Third, when a small number of complex topics are involved, interviewing can be useful when extensive data is required in the study. Fourth, probing is used to elicit more complete responses from interviewees.

The researcher can observe the data like behaviours, thoughts, intentions and feelings and this allowed the interviewer to enter into the interviewee's perspective through the qualitative research method of interviews. The assumption is that the perspective of others can be made explicit, meaningful and knowable (Patton, 2002).

The purpose is achieved through active engagement by the interviewer and the interviewee around relevant issues, experiences and topics during the interview itself; also, that the interviewing style is fluid, flexible and conversational is another key distinctive feature of interviews (Mason, 2002). Active engagement through in-depth interviews is beneficial and may reveal the truth about the information being obtained

when inquiring about someone's straightforward view or opinion on an issue, precluding short answers.

Interviews can be unstructured, semi-structured or structured. Another commonly used typology differentiates between non-standardised interviews and standardised interviews; Robson's (2011) typology describes focused interviews and non-directive interviews (Saunders et al., 2012). Standardised interviews include interviewer-administered questionnaires (mostly quantitative surveys) and non-standardised interviews include one-to-one interviews (face-to-face interviews, telephone interviews, internet- and intranet-mediated (electronic) interviews. One-to-many interviews involve face-to-face group or focus group interviews and internet- and intranet-mediated (electronic) group or focus group interviews. Table 3.6 presents qualitative and quantitative data sources for case study; highlighted text presents the factors employed in the research.

Table 3.6: Qualitative and quantitative data sources for case study research

Data	Qualitative data sources	Quantitative data sources
Primary	Interviews (face-to-face, online, phone) focus groups, participant observations, diaries. Researcher has used face-to face interviews, participant observations and project documents from the case studies in UK FI SMEs.	Surveys, experiments, observations.
Secondary	Internal reports, minutes of meetings, government and EU data, consultancy reports, market research reports. Project specifications, design cataloes and websites were used for this research.	Annual reports, external statistics, panel data, UK and EU data, spread sheets, graphs.
Adapted from Farquhar (2012), p. 68		

Data collected from original sources, new data which has been collected directly by the researcher, is called primary data (Easterby-Smith et al., 2008) specifically for the research project (Saunders et al., 2009). Researcher is aiming to generate new insights into the research objectives with fresh data collected as primary data. Collection of primary data by me also provides with the lifelong skill of being able to interrogate data sources and evaluate research thoroughly, as a researcher also gaining knowledge into the rigour of the research methods. The data collection procedures should overall complement characteristics and strength of the case study research, having the capability of studying a research problem or question in depth and in context. Case study strategy can actually employ various data collection procedures for within-case and cross-case comparison, as case study research is sometimes thought of as being a research strategy that consists of qualitative data (Dooley, 2002).

Qualitative data collection needs careful planning in informant selection and preparation of the interview guides, but equally to respond to changing situations and being alert to adopting research to new theory and/ or material. Easterby-Smith et al. (2008) suggest case study research implies some close involvement with an organisation or group, due to case-study lending itself to research approach known as ethnography. The researcher can be part of the organisation for the duration of the researcher as participant-observation as data is also generated through observation. Data collection in ethnography studies may consists of different data sets such as interviews, notes of observations, diaries, video recordings, and the overall approach to data collection may be little less structured than in post-positivist or realist. Contextual adaptation and flexibility that Mason (2002) requires in qualitative data collection, interviews are usually semi-structured which means they will follow interview guide. These are the basic elements to be followed when preparing a semi-structured interview guide, as compiled by Farquhar (2012, p. 74, from Bryman, 2001 and Easterby-Smith et al., 2008).

1. Make sure the questions to be asked relate to the research objectives, without sounding too obvious.

2. Create a situation where the researcher is trusted due to adhering to all ethical research principles. Being respectful and discrete to informants; the researcher's behaviour after the interview will also contribute to the interviews that follow.

3. The questions should follow logically, creating an order in your interview guide. Return to an answer that needs further attention by allowing space for probing.

4. Language used in an interview should be familiar and comprehensible for participants; further explanation can be asked for any unfamiliar terms used by participants. Interviews were arranged on neutral grounds, as the directors of the cloth manufacturing units are busy people where there may be interruptions, and their offices may be somewhat intimidating. Pilot interviews were conducted before obtaining site access from the director for the participant observation.

5. Scrupulous records should be kept (when, where, how long they have worked for the company, including detail of position and how long they have been in this job).

6. After completing each interview, capture the highlights by jotting down some immediate thoughts. These notes act as a preliminary means of analysis; known as an aide-mémoire. Field notes were taken after every interview so that it could be analysed later.

Interviews can be conducted via telephone, using any other means such as ‘Skype’, ‘chat rooms’, face-to-face etc. The researcher is responsible for creating a situation that encourages the informants to talk about the topic of the research. The researcher requires the ability to keep the ‘conversation’ on track. Respect for the research participants is essential for ethical research and discretion about the data collection in the interviews (Easterby-Smith et al., 2008). These points are all important when the interviewer has visited the companies once and is absorbed in the case companies. Interviews were audio-recorded and full transcripts of the interviews were made for analysis (Farquhar, 2012).

3.7.2 Document analysis

Document analysis and observation are most commonly employed qualitative research methods. Using only interviews can result in overly empiricist analysis and there is important criticism on reliance on such methods (Stark and Torrance, 2005). To support the evidence of the interviews, document analysis was conducted in this study. The documents include e-mail discussions, and public and private documents (Creswell, 2008). In the list stated by Bryman (2008), however, documents include official documents deriving from the state, mass-media output, virtual outputs and personal documents.

The study employed internet websites as sources of documents, project specifications, cloth patterns and order documents from the clothing industry. FI email or paper documents for orders and websites were used as document sources. Three companies have their websites; the others did not have websites, and in some cases the business operates without one anyway. The jewellery companies (Designer brand, Jewellery designer) with websites included information on product range, quality standards of metal, certificates with the products, guarantees, return and exchange policies, customer reviews and contact details of the franchisee.

3.7.3 Observations

Observations can be enlightening and rewarding to pursue, adding more to the richness of the research data. It also has been a neglected aspect of management and business research. When the research objective and question(s) are concerned with what people do, an obvious way in which to discover this is to observe them doing it. The systematic observation, description, recording, interpretation and analysis of people's behaviour, this is essentially what observation involves (Saunders, 2012). The participants' responses may be influenced by social desirability, rendering their information less credible or interview informants may have an inaccurate recall of the events according to Bryman, (2001). Document analysis and observations provide a means of triangulating data of interview material (Polkinghorne, 2005).

Silverman (2011, p. 53) calls it 'organisational ethnography', which means doing ethnography in and of organisation. Clarifying the difference between general ethnography and organisational ethnography, as globalisation changed world society, cultural anthropology lost its traditional object and it also changed tribal life. Involving in research with organisations in modern societies is predominantly called organisational ethnography. Both sociologists and anthropologists do organisational ethnography, as the conventional distinction between the two disciplines – tribe vs. modern society in terms of their different object – no longer holds true (Gellner and Hirsch, 2001). Researching 'the native's view' when studying modern organisations and comparing corporate life with tribal life sounds rather metaphorical. The common grounds of many approaches for analysing the symbolic representations of actors' meanings are other theoretical categories:

> 'narratives, discourses, stories, metaphors, myths, slogans, jargons, jokes, gossips, rumours and anecdotes found in every day talk and text (symbolic language); rites and rituals, practices, customs, routines (symbolic acts; or

> built spaces, architectural design, clothing, and other physical artefacts (symbolic objects)' (Ybema et al., 2009, p. 8).

For analysing modern organisations and remote tribes, all these categories can obviously be used. Arguing that the ethnography of modern societies and the ethnography of tribal societies, and indeed most of what is written on the methodology of organisational ethnography, is valid for any sort of ethnography is well-illustrated by Daniel Neyland (2008) in his guide book on how to become an organisational ethnographer.

An anthropological ethnographer will travel far from home, stay for two years, immerse her/himself in an unfamiliar culture, learn the foreign language and live in a number of hardships to research an exotic tribe (Tota, 2004). The organisational ethnographer enjoys multiple leisure time and activities in between, as the other members of the organisation do, and works regular hours. The organisational ethnographer enters the field only sporadically, to move in for short periods and to move out again; they don't need a toothbrush when leaving home as she or he can usually return for the night (Bate, 1997).

The observations are made to deeply understand the organisational culture in business and management research (Remenyi et al., 1998). Participant observation data can be collected during the activity that relate to the research question, in chunks of time or other periods that capture the appropriate data presenting the research insight. When you observed it, what you observed and why you observed, all these things need to provide clear explanation.

The first chunk of the observation data was conducted in October, November and December 2012 when pilot data was collected for the study; the main study was conducted in July and August 2013. As the study objectives were to analyse PM capabilities used by the UK fashion industry, development over time, drivers and

barriers, it was necessary to find out what was happening in the companies' social settings. Covert participant observation was conducted with the case companies with complete participant with the researcher's employer (retailer) researcher did not reveal her true purpose to the participants). In some of the other case companies, the researcher became observer-as-participant, where the purpose was known to participants. What and which operations were been observed are discussed in detail in the analysis chapter, chapter 6.

3.7.4 Selection of sample (case-companies)

The research aim determines the sample size of the study. Collecting and analysing data from every member and every group or case is termed a census. But due to the restrictions of access, time and money it may not be possible to collect data through a census. Sampling techniques help to consider only data from elements or subgroups to be selected for data collection and enables reduction of the amount of data collection from whole population (Saunders et al., 2009). More time can be spend piloting and designing the means of collection of data for a smaller number of cases; as using sampling makes possible a higher overall accuracy than a census, as is argued by Barnett (2002) and many other researchers. The researcher can collect information that is more detailed through collecting data from fewer cases. However, the sample size must enable the researcher to answer the research objectives; this remains crucial when selecting the samples for the study.

The participant selection for the interviews needs to be able to provide the information that is required to fulfil the research aim. The process of selection takes place, as interpretivist researchers may avoid the term 'sampling'. Participants will be selected by researcher, because he/she thinks that they will provide an important perspective that will clarify and elucidate aspects of the investigation; where selection will depend upon the information that a researcher seeks (Polkinghorne, 2005). According to

Creswell, (2007), the interview seems to have driven by obtaining a range of experiences from different companies, genders and positions, age groups and which can be described as maximum selection and variation for the decisions about who to interview to obtain research insight.

The number of participants/informants that are needed for qualitative or quantitative research is confusing decision for researchers. It is even less easy to arrive at a number in qualitative research. Usually fewer informants are needed; in fact, the largest selection in research insight is cited as 59 informants, as the objective of the qualitative researcher is generally to understand. The number could be lower without necessarily having a negative impact on the research for case study researchers (Creswell, 2007).

The same question is asked to all those involved; to ensure equivalent coverage; the kind and form of the questions go through a process of development to ensure their topic focus in semi-structured interviews. Approximately equivalent interview time is allowed in each case. All interviews in the study lasted, on average, one and a half hours. Interviewees are spontaneously dealt one of the sub-areas of interest and are probed by supplementary questions to cover more details in that area (Gillham, 2005). To increase the depth and richness of the responses, and give cues about the level of response that is desired by the interviewer, probes are used to deepen the responses (Patton, 2002).

This study conducted interviews with key informants or top level managers of UK FI SMEs. That these mangers may not have enough time to answer many questions about one issue would be a high possibility. The interviewer needed to ensure that all the areas are covered in the interviews; probing would be vital to allow managers to express their views on a certain point and to also allow them to explain this point in detail.

Case study participants/informants were selected or screened by researcher have chosen to study a unique case whose identity has been known from the outset of the research inquire (Yin, 2009). The researcher had already obtained access to most of the jewellery cases due to working in the jewellery industry and having special arrangements for contacting and meeting them. A snowballing technique was used to obtain access to a designer and second cloth manufacturing unit through the contact with the first cloth manufacturing unit (Saunders, 2011). A screening procedure is used to avoid cases representing an instance of something other than intended for study, so that cases are viable, and assists with identifying the final cases properly prior to formal data collection. So, the criterion was selected that only decision-making participants of project operations would be selected from UK FI SMEs. In a multiple case study the cases are also selected due to their best fit with (theoretical or literal) replication design.

For the sample for each case in the FI, a tentative list of people to interview and site visits was prepared before data collection (purposeful sampling) at the pilot study stage. While pilot data were being gathered, the actual selection of people and sites was decided through new contacts (snowball sampling). It was clear that purposive sampling was required (Cohen et al., 2000), given that the purpose of this study was a small-scale multiple case research. Key informants were handpicked from the people taking strategic decisions on the project operations to be interviewed. The study means to explore the DC underlying PM in FI SMEs, so, as stated by Lincoln and Guba (1985, pp. 39-43) purposive sampling enables the full scope of required issues to be explored. This study made use of small samples from particular populations within the targeted in the UK FI SMEs, so in other words, the study employed a sampling strategy involving non-probability sampling (Cohen et al., 2000, p. 99). Table 3.7 explains the sampling techniques available.

Table 3.7: Sampling techniques

Sampling							
Probability				Non-probability			
Simple	Systemic	Stratified	Cluster	Quota	Purposive	Volunteer	Haphazard
Simple random	Systemic random	Stratified random	(random) Cluster	Quota	1) Extreme case purposive 2) Heterogeneous purposive 3) Homogeneous purposive 4) Critical case purposive 5) Typical case purposive 6) Theoretical	1) Snow-ball 2) Self-selective	Convenience
Multi-stage							
Often associated with surveys and experiment research strategies.				Case selection, no generalisation on statistical grounds.			
Adapted from Saunders et al. (2012), p. 261							

For the jewellery industry, the researcher made use of contacts where researcher has been working for the last six years, using opportunities to interview individuals who were available and recommended by researcher's employer. Again, as Cohen et al. (2000, p. 144) suggests, this sampling method is snowball sampling. (Burgess, 1991) also suggests to take advantage of opportunities to collect data as it arises. Minimising ethical problems in obtaining permission for data collection, this approach was utilised

as an expeditious means of finding participants (Burgess, 1991). This also contributes to the density and increases the probability of variation in data, as suggested by (Strauss and Corbin, 1990) for "following through on the differences". The quality of data, in particular the selection bias which limits the validity of the sample, and the deficiencies associated with snowball sampling is known by the researcher (Griffiths et al., 1993). The interviews would not allow the researcher to make claims to generality, as they were not randomly drawn. Missing 'isolates' not connected to any social network that the researcher has tapped another problem, which is the bias associated with the inclusion of participants with inter-relationships, which therefore emphasises cohesiveness in respondents' interview answers (Griffiths et al., 1993). The choice of eight case studies, which allows the replication of the results to strengthen any generalisation, was employed to partially solve the problem of selection bias.

Averaging one to two people per company, in total 18 participants were picked according to the following criteria: Directors, Partners, Managers and Supervisors who have authority to take decisions on project operations and who can provide insight on the company's strategy for DC implementation. They were also selected due to their strategic position in the companies, deciding or confirming the decisions on accepting all projects from prospective customers, making decisions on the use of human as well as capital resources.

Samples were selected from three industries designer, clothing and jewellery, to obtain variations and insights from these industries. Having perceptions and special knowledge in their fields that would not otherwise be available to the researcher are the advantages of interviewing key informants. These people would be able to give the researcher information-rich data about DC in their companies, as they are at higher or top positions in their companies.

3.8 Credibility in the qualitative research

Qualitative study is always questioned for its credibility against reliability and validity. Different terminology is used when determining the rigour of qualitative studies (Guba and Lincoln, 1985, 1989). The introduction to the concept of trustworthiness by Lincoln and Guba (1985), which refers to under-investigation of the lived phenomenon, extends to whether the findings are an authentic reflection (Barbour, 1998). When the findings reflect as closely as possible to the meanings as described by participants, it means trustworthiness (Lincoln and Guba, 1985) may be established. The development of explanations and theoretical accounts should conform closely to the observed situations, so that the theory is usable by those in the situations studied and intelligible, and is "open to comment and verifications by them" (Turner, 1981, p. 227) by the qualitative method adopted in this study. In these terms, Oliver et al. (2005) say that, "Participant reflection can be invaluable to creating trustworthy data".

For data and findings in the research, trustworthiness of instruments and their accuracy are referred to in terms of the validity of the research. If the instruments are valid then the data are valid, as the validity of data is tied up with the validity of instruments (Bernard, 2000). Coolican (1999) also asserts that the validity of research is related to the data collection instruments used in it; he also proclaimed the research validity can be tested using at least one of four methods. Those methods are criterion validity, content validity, construct validity and face validity. Face validity has been selected for this research to ensure the validation of data collection instruments. The questions of the designed research interviews were able to match with the objectives of the researcher.

3.8.1 Creswell's approach for qualitative research's validity

Creswell (2008) used a different methodological approach for research validity, claiming that by using several requirements the validity of the research can be achieved. Triangulation is the first requirement and this was used to achieve different approaches of FI SMEs towards PM. Triangulation is explained in detail in further section 3.8.3.

Using member checking to determine the accuracy of the findings is the second requirement. This research requirement was fulfilled by the supervision of two supervisors from the University of Bedfordshire who checked the research findings after each phase. They ensured that the process is heading in the right direction by matching the findings with the research objectives.

Using thick and rich description to convey the findings is his third requirement. The study used cross-case synthesis to meet this requirement. PM approaches used in the UK FI SMEs reinforced the study with in-depth analysis of different approaches of PM leading towards the competitive use of DC of projects.

3.8.2 Reliability in qualitative research

Reliability in research means that if the research is repeated, researchers would arrive at the same insights (Remenyi et al., 1998), or the method used to collect data can produce similar results each time it is used (Coolican, 1999). Reliability is an assessment of whether the evidence is stable and consistent from a border perspective. It is also refers to the predictability, dependability, stability, consistency and accuracy of research (Burns, 2000).

There are two main type of reliability: internal and external, as highlighted by Coolican (2009). Consistency and stability of the tests involved in research that is conducted on several occasions (longitudinally) are concerned with external

reliability. The data collection instrument would produce similar results if administered to the same respondents and if the research is conducted on several occasions. For this research, as it was not highlighted in the research objective, this type of reliability does not apply.

Internal reliability is concerned with the stability and consistency of the data collection instrument used in the study. The researcher seeks to determine whether the data collection instrument is consistent within itself through checking that all participants respond to each question in the same way. The interview questions were designed to help achieve the research objectives in this research. Each question was explained by the researcher to the participants in order to ensure that all questions are answered in a similar way.

3.8.3 Triangulation in qualitative research

Triangulation is a strategy used by multiple sources and different participants that draws upon multiple perspectives to reduce systematic bias, to enhance trustworthiness and reduce the likelihood of misinterpretations (Stake, 2005). It enables holistic development of a more complete and contextual portrayal of a real-life situation. Following the corroboratory mode (Yin, 2003a, pp. 97-98) confirms any findings in the case study are more likely to be convincing and accurate if they are based on several sources of information. Triangulation also serves to clarify meaning by identifying different ways the case is being seen, acknowledging that no interpretations or observations are perfectly repeatable (Silverman, 1993, Stake, 2003). There are multiple realities within which people live, so qualitative researcher are interested in the diversity of participants' perceptions. Stake (2005, p. 454) also assures that triangulation helps identify different realities. Referring to (Denzin, 1984, Patton, 1987) two types of triangulation methodology and data are used in this research.

Using different types of data collection, e.g., where semi-structured interviews, observation and documents are used, is known as triangulation. As the study adopted all three methods it strengthens the researcher's confidence in the data collection and that they provide sufficient triangulation of row data. Data triangulation is used as the study is based on eight case studies from three different industries, clothing, designers and jewellery, with different contexts, and this develops the confirmation of findings from all three data collection sources, contributing a more complete and deep understanding of the PM approaches in the UK FI SMEs.

Thus, a multi-dimensional picture of PM approaches emerged with DC introduced time to time to gain competitive advantage, which is created by an amalgam of the perspectives, rather than a single source.

3.8.4 Generalisation in qualitative research

The researcher should capture cases in their uniqueness, rather than use them as a basis for wider generalisation, is the aim of case study research (Hammersley and Gromm, 2000). Here, the wider relevance of the findings is conceptualised in the terms of the provision of vicarious experience, as a basis of 'transferability' or 'naturalistic' generalisation. The study does not claim to be generalisable, as this research is qualitative. However findings of this research may become transferable, in aiming for authenticity and credibility. From the detail provided in these case studies, the reader should be able to determine if the findings can be applied to other contexts (Curtin and Fossey, 2007).

A study may have different types of generalisation that might be possible from a case study, as discussed by many researchers. Previously developed theory is used as a template against which to compare case study results, and in this case Yin (1994, p. 31) said the mode of generalisation is "analytic". To Yin (2003a, p. 10), the role of the researcher is to generalise the theory and expand; case studies are generalisable to

theoretical propositions. Something may happen, but without any measure of its probability (Bassey, 2000): this leads to fuzzy generalisation, which is the kind of prediction arising from this empirical enquiry.

Previously developed theory of PM in SMEs is used as a template to compare case study results, as this research claims analytic generalisation. Yin (1994, p. 31) says that replication may be claimed if two or more cases support the same theory. Researcher is generalising from one industry's cases to the next on the basis of matching to underlying theory, not to a larger universe with multiple case studies. The selection of the cases was not made on representative grounds, but conceptual grounds (Miles and Huberman, 1994). Each case was carefully selected from the clothing and jewellery industries, so that contrasting results are predicted but for predictable reasons (theoretical replication). (Stake, 2005) suggests 'naturalistic' generalisation, i.e., context-specific or empirically-grounded generalisation are appropriate for case studies, as in this research. With the necessary knowledge of PM and using DC that makes them capable of generalising this knowledge to their own situation, the thick description provided in the case studies provides the reader with vicarious experience of being there.

3.8.5 Dependability in qualitative research

Dependability is asserted as the 'means for taking into account both factors of instability and factors of phenomenal or design induced change', thus defending the dependability of one's research involves seeking these factors, according to Lincoln and Guba (1995, p. 299). Details suggested by Shenton (2004) for demonstrating the dependability of research are as follows:

1. Describing what was planned and executed on a strategic level, about research design and implementation.

2. Addressing the minutiae of what was done in the field, by giving operational detail of data gathering.

3. Evaluating the effectiveness of the process of inquiry undertaken, informing reflective appraisal of the project.

3.8.6 Confirmability in qualitative research

Confirmability is argued for as this research is not overly influenced by personal values or theoretical inclinations, especially as the researcher has adopted an interpretivist approach which needs to persuade the reader (Bryman, 2001). Throughout the process, the decision points, discussion of the ideas and interpretation of the data was closely supervised by researcher's supervisors who audited the research all the time. The theme findings were tested through the inter-rater reliability check done by researcher and second time by supervisor (Silverman, 2011). Researcher also kept a daily, reflective journal which enhanced researcher.

3.8.7 Yin's case study test applied in the research

Yin's four case study tests are applied and are aligned to this research, which are presented in table 3.8.

Table 3.8: Tests, skill required and stages

	Tests	Case study skills	Use of the skills at which stages
1	Construct Validity	1. Evidence of multiple source to be used (semi-structured interviews, observations and document analysis with case companies) 2. Evidence chain to be established 3. Case study report draft to be made for key informants (report drafted for case companies)	Data collection stage Composition stage
2	Internal Validity	1. Pattern matching to be done (pattern or themes are matched for all case companies) 2. Building explanations (explanations are built for PM theory) 3. Rival explanation to be addressed (contrast views on the themes are discussed in the cross case analysis) 4. Logic models to be used (thematic map are shown in the appendix D)	Analysing data stage
3	External Validity	1. Theory to be used in single case studies 2. Replication logic to be used in multiple-case studies (replicating themes are used in eight case companies)	Research design stage
4	Reliability	1. Protocol of case study to be used (same protocol was used for all case companies) 2. Data base of case study to be developed. (database of the case companies are presented further in analysis chapter)	Data collection stage

Adopted from (Yin, 2009)

3.8.8 Biases in the qualitative research

Biases are the main concern of the qualitative researcher, as it is to recognise whether researcher own beliefs and assumptions are intruding into the analysis (Strauss and Corbin, 1998). For all data, whether they are recorded on different individuals or on

the same individual at different time, biases are a consistent error present in research data.

Any research can be biased in at least one of four forms: interviewee bias, questions, interviewers and observations. Interviewee bias was avoided as researcher managed to disregard any biased answers or comments that the researcher obtained from the participants, except in the questions that researcher needed to have the participants' personal opinions.

To avoid any researcher's bias, interview questions were asked and designed that does not imply any viewpoint to the interviewees. These procedures where taken aiming to enable respondents to answer the questions freely without any influence, managing any questions having researchers bias.

The interviewer, i.e., the researcher, managed to conduct interviews and analyse the answers without any personal interference or self-interpretations (unless the research required doing so). Five participants gave their interview in Guajarati, which were been translated and then transcribed by researcher, further transcripts were checked by researchers supervisor and proof reader for its accuracy to minimise the interview bias. Observations may consist of bias as researcher may only observe what she feel is right for research.

3.9 Data analysis techniques used for this research

As research involves multiple case studies and according to Yin (1994, p. 112), there are two stages of analysis: (a) where each case is treated as a comprehensive case in itself (within-case analysis) and (b) where the analysis attempts to see processes and outcomes that occur across cases to develop more explanations and more-sophisticated descriptions (cross-case analysis). Initially, data collection was not in sequence and felt disorganised, as the data was collected from several FI SMEs. A large amount of

text data was collected from each case company by means of semi-structured interviews, documents and observation field-notes.

Material must be analysed in a methodical manner, in order to derive meaningful results (Attride-Stirling, 2001). There is a commonly-shared objective of identifying themes and patterns embedded in the data (Miles and Huberman, 1994; Richards, 2009; Punch, 2005), although various techniques for conducting qualitative data analysis are documented in the literature. Turner (1981) outlined that data analysis follows a systematic process of transcript-based analysis, following a form of the iterative stage process. This analysis process entailed the utilisation of both comparative methods and inductive reasoning (Lincoln and Guba, 1985).

The data analysis was conducted in accordance with Miles and Huberman (1994, p. 4). Their approach involves three activities: (a) Data reduction, (b) Data display and (c) Conclusion drawing and verification. These approaches are called 'transcendental realism'. These three activities interact throughout the analysis, and are concurrent activities with the data. The first step involves "selecting, focusing, simplifying, abstracting and transforming the data that appears in the written-up field notes". The data is displaced in the organised format that permits conclusion-drawing and action-taking once it is condensed. The final step is to detect any common themes and patterns that emerge from the data; to determine any interrelationship and deviations; and to assess if there is a need to revise any research question based on the findings (Miles and Huberman, 1994, pp. 2-10).

The first two steps involve data reduction and display; the rest of the operations mainly involve coding and memoing. Giving names, labels or tags against pieces of data to facilitate the search for themes/patterns is known as the process of coding (Miles and Huberman, 1994, p. 56; Patton, 1990). Data assembled through interviews, observation field-notes and documents were broken down into segments according to

the individual concept that emerged from the data. Assigning units of meaning to the chunks of varying size – entire paragraphs, sentences, phrases and words is a way to achieve coding (Miles and Huberman, 1994, p. 56). Creating provisional *a priori* codes or a 'start list' before examining data derived from the conceptual framework, interview schedules or research questions is known as thematic coding (Weston et al., 2001, Attride-Stirling, 2001). Saunders (2012) called this 'inductive coding'. As researcher went through the data the codes were revised. Some codes flourished; others did not work; and new codes emerged. Gradually, an organised list of codes emerged, which is organised in a relational structure. Appendix D presents the thematic map which was found before getting the final themes of the research. Codes started developing in the themes or patterns of the phenomenon; after getting many new and a few dying themes, the final list of themes started shaping.

Further after filtering the data several times final list of themes were found as data analysis for this study. Thematic analysis was used to sort out the similar themes and present the findings for the study. Analysis was done following the six phases: familiarising with research data, generating initial codes, searching for themes, reviewing the themes, defining and labelling the themes and reporting, according to Braun and Clarke (2006). Analysis was written in a manner presented in Braun and Wilkinson's (2003) paper; using the quotes of the direct participants to support the categories or themes. The first category identified from the row data (interviews, observations and document analysis) are management capabilities found from the project routine operations required to complete the projects of the cases, which is named as project management capabilities, and these are analysed for all case companies.

The researcher used a simple table format to sort the data and make it easy to understand, in terms of developing categories and recognising relationships. The collected data were placed within the cells of an Excel worksheet; whole narratives of

each category were placed under each other. This activity enabled the researcher to identify the key aspects regarding the implication of each element in the FI projects, PM and DC helping each case. It also enabled the researcher to make comparisons between the clothing, designer and jewellery industries in terms of their application of each element of DC, and also compare the theoretical aspects of the literature which explored, new practical aspects from the data.

The study used narrative analysis by collecting and analysing these complete narratives or stories, as these include research contexts where the experience of participants can be understood in whole, rather than fragmented data. The researcher encouraged the participants to narrate their experience rather than by responding to a series of pre-formed questions, as the events in a story are linked, actions are more likely to be revealed which follow their implications. Narratives have the potential to aid analysis and enrich understanding as the sequence of events are told by the narrator will be preserved, allowing chronological connections (Mello, 2002). Participants were emphasised to narrate their PM approaches in FI projects, but as an outcome participants also narrated their stories of success in making use of DCs and developing them from time to time to be competitive.

The researcher also learned the NVivo software to analyse the data; it is helpful in starting the coding process; obtaining word frequency counts and using a data cloud to display the frequency of key terms (Saunders, 2012). Computer Assisted Qualitative Data Analysis Software (CAQDAS) helps in facilitating and managing the iterative and recursive processes that comprise this sort of analysis, the advantage of computer-aided analysis increase with big number of data. These packages do not actually analyse the data for researchers, is the sad truth for its users (Farquhar, 2012, p. 91). With small data sets it is much better to do it manually, as this provides the researcher opportunity to become familiarised with and understand the qualitative data analysis,

as the researcher will be able to talk much more convincingly about their research if they grasp the processes.

3.9.1 NVivo Analysis

Interviews were transcribed into a Microsoft Word document and each case was kept in separate folders with its interview transcripts, observational notes, photos and documents. Separate Microsoft Excel sheets were created and only interview responses were copied and pasted into the sheets to retain the original sequence of events. Researcher has analysed her data and all the following procedures are applied using NVivo10 as CAQDAS for this research.

A new project was created. All the data was imported to internal sources, creating separate Word files of interview transcriptions, Excel sheets of responses given by participants, photos taken on the field visits and observational notes taken on or after the field visits of the cases. Figure 3.2 presents the word frequency count, found from all Excel sheets in the database.

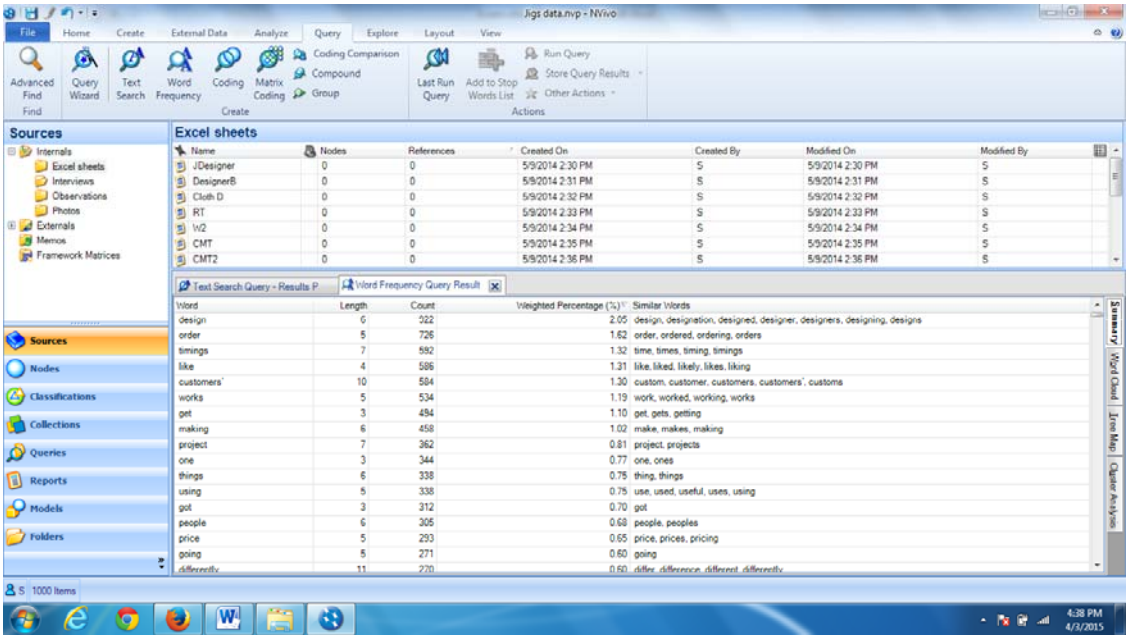


Figure 3.2: NVivo snapshot of word frequency count

To obtain initial codes from the data, a query was run selecting word frequencies over all the Excel sheets. The following steps are taken so that original responses from the participants can give accurate coverage of the word frequency from the original data source. These steps helped the researcher to summarise the coverage of word frequencies in the Excel sheets through word cloud, tree map and, cluster analysis. The word frequency coverage and the word cloud help in developing prior themes from the primary data shown in figures 3.3 and 3.4.

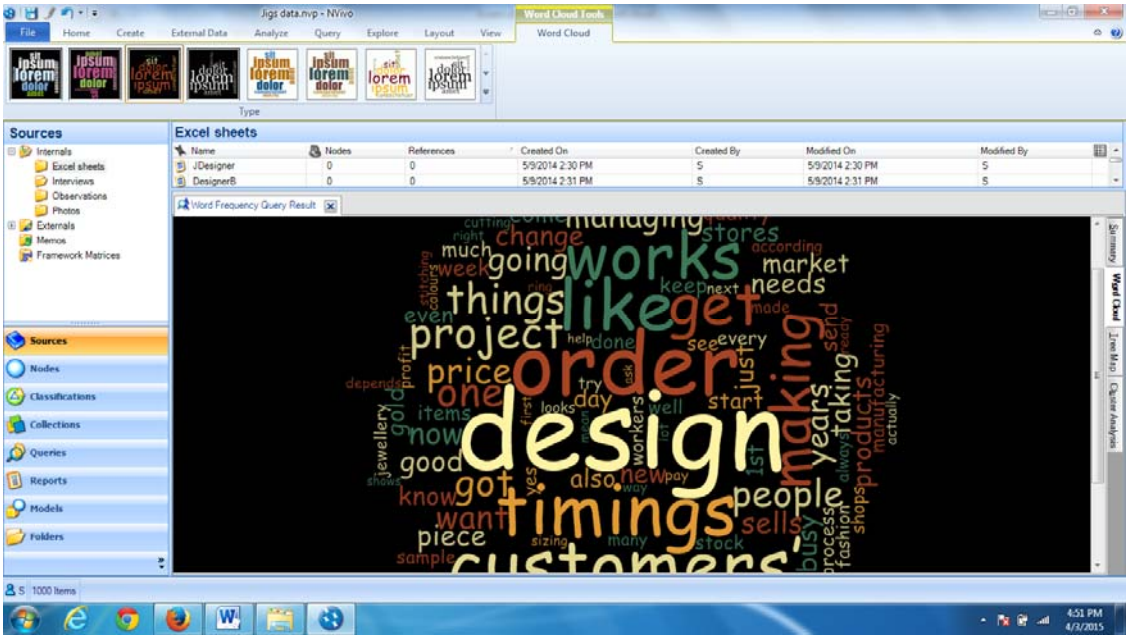


Figure 3.3: NVivo snapshot of word cloud

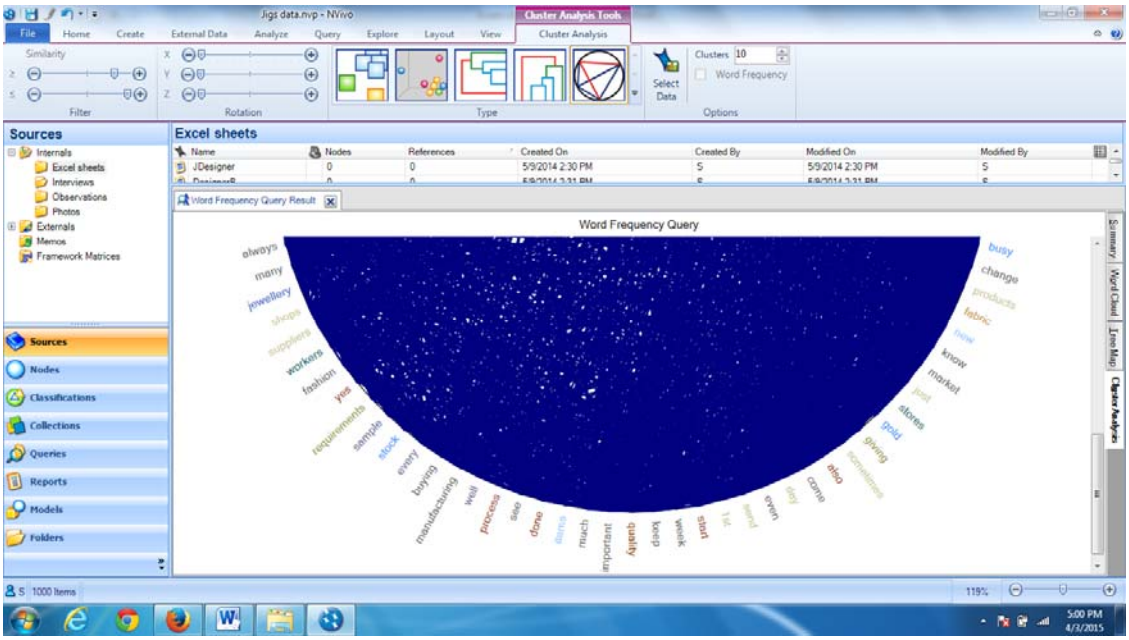


Figure 3.4: NVivo snapshot of word cluster analysis

Coding is a very important, key process in qualitative research. The query ribbon contains a coding option from where codes are given to chunks of text or paragraphs or lines. These are also called nodes, and are the route by which coding can be undertaken. Nodes are defined as the collection of references about a specific theme or the area of interest. Many nodes were created in the start but slowly they developed into four final categories; other nodes become sub-themes or sub-categories of these four main categories. For the researcher to create the nodes, there are options to create a free node or tree nodes. Free nodes are new nodes or simply nodes (without children) found from the data which are hierarchically organised. Tree nodes are treated as hierarchically-organized nodes, for example 'communication' is a theme and ways of communications are its tree nodes.

Figure 3.5 shows how transcript text is coded from the Excel sheets.

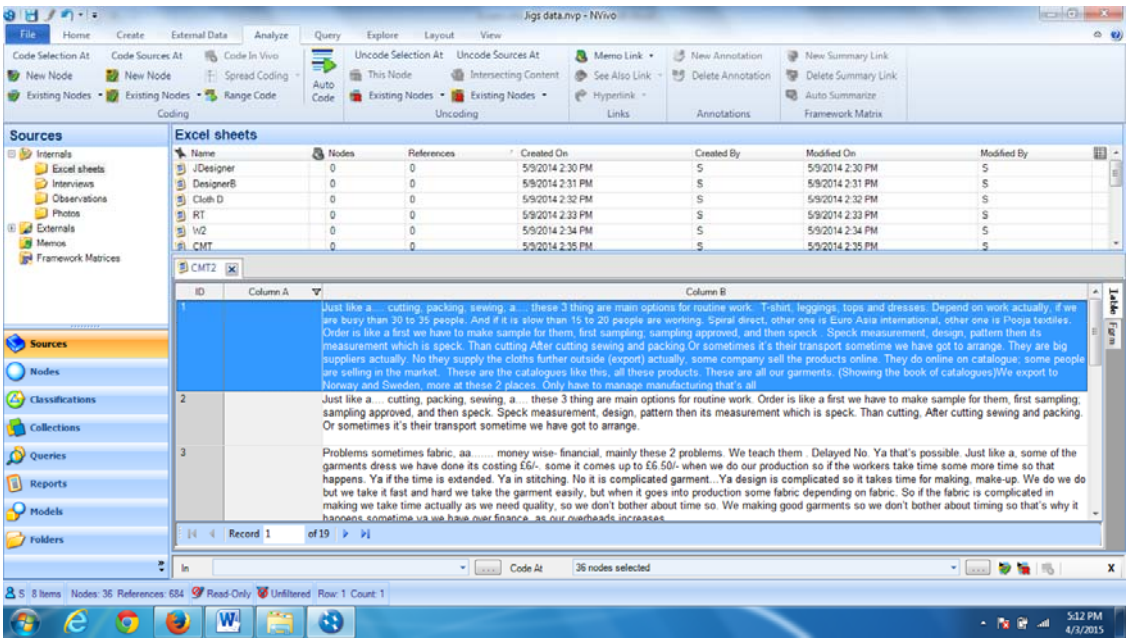


Figure 3.5: NVivo snapshot of coding

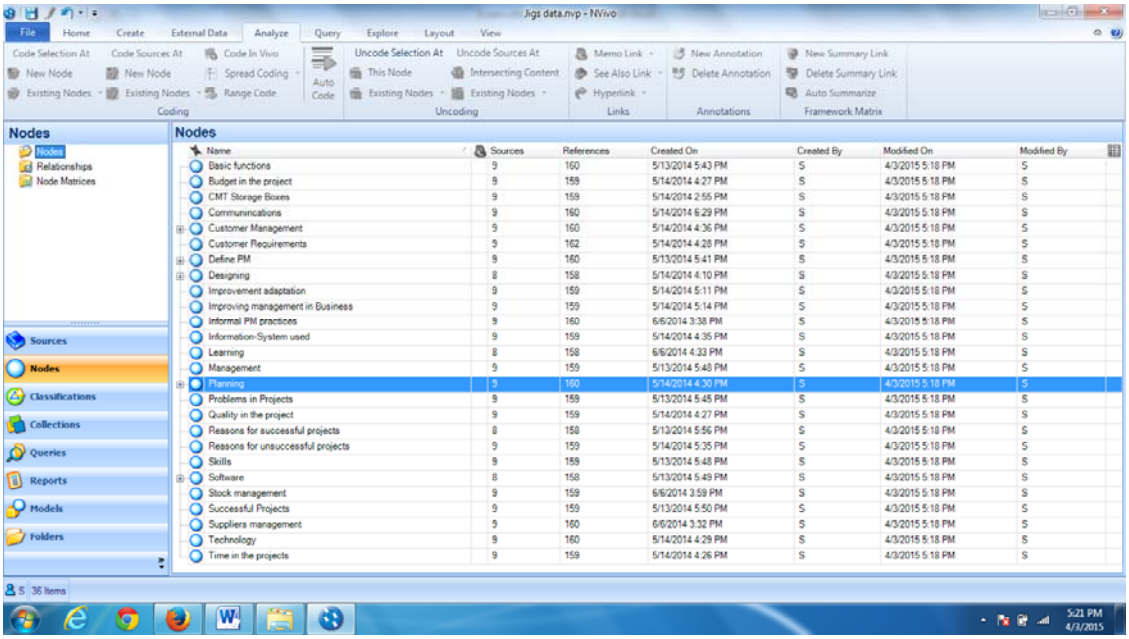


Figure 3.6: NVivo snapshot of Nodes

Interview transcripts, photos, observational notes and documents when coded become references for the specific theme. For example, planning is an important theme in FI SMEs overall, so when researcher coded her interview transcripts, photos, observational notes and documents of all cases where participants discussed or showed the use of planning, this becomes the source of references under the node planning. Refer figure 3.7 for communication node and its coverage text from transcripts.

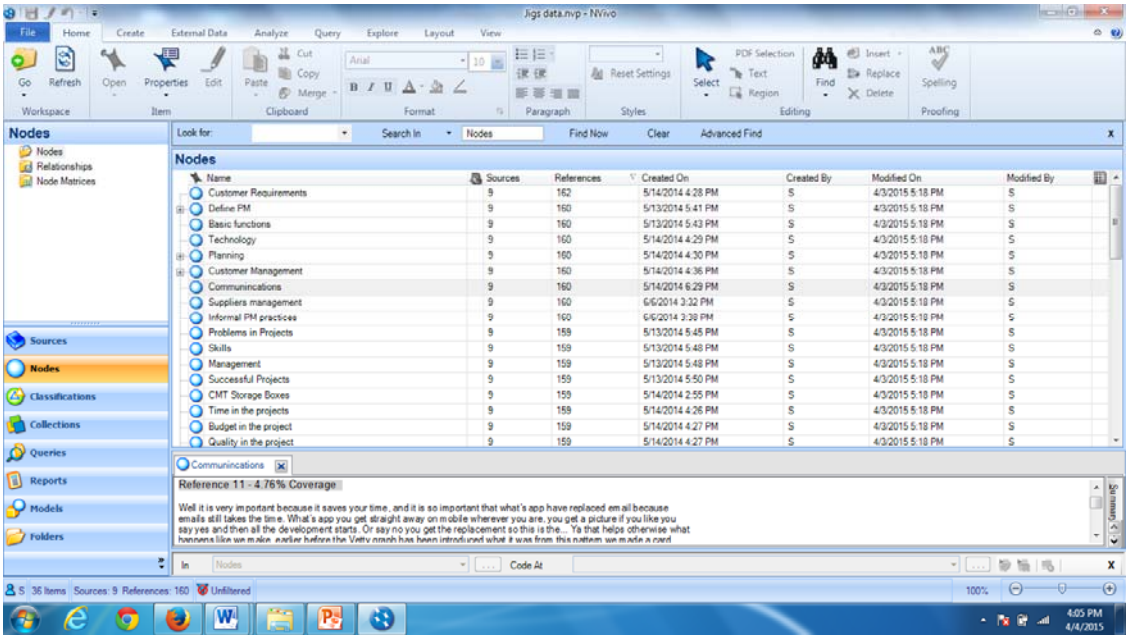


Figure 3.7: NVivo snapshot of Nodes and its coverage text with references

Once the data was been coded in NVivo, a particular node can be searched or its occurrences in the document or can be retrieved from the whole data, showing the coverage and coded or selected text from the data source. Figure 3.8 presents customer requirements node and its covered text from transcripts.

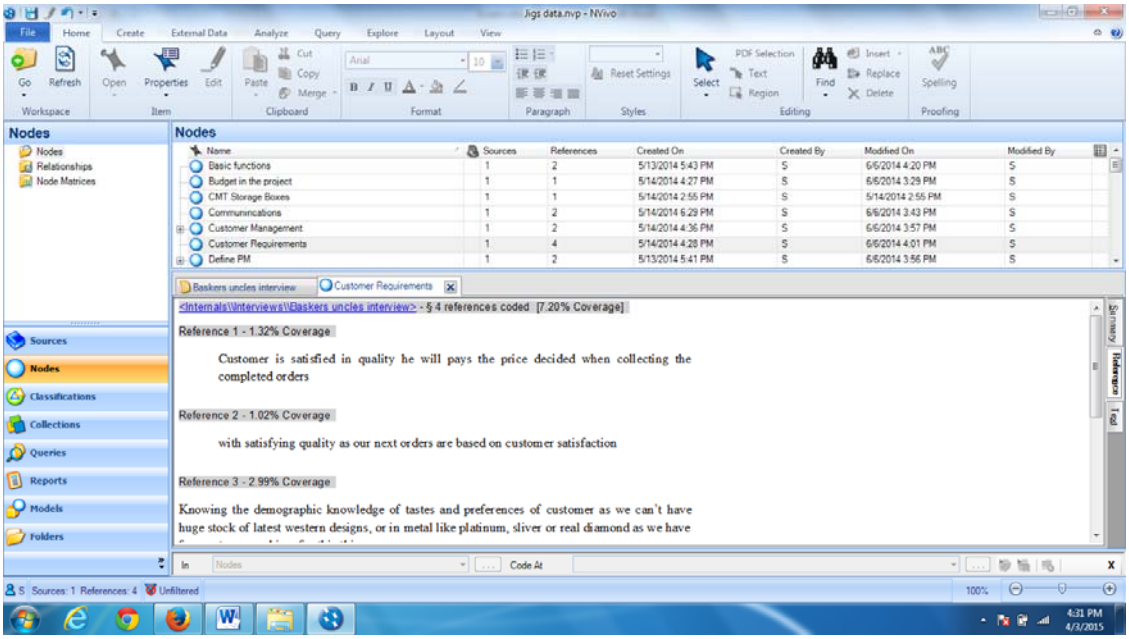


Figure 3.8: NVivo snapshot of Nodes and its coverage text

Memos were created to record the researcher's interpretations, reflections, processes and insights form journal articles or the data itself as small texts linked to the nodes. This option helps the researcher to record any important information step of the analysis process or any journal article which links to particular nodes.

Charts and models can be created from the nodes, researcher has only created models to show the main themes found from the study data. Figure 3.9 presents the Project management operations used by the cases.

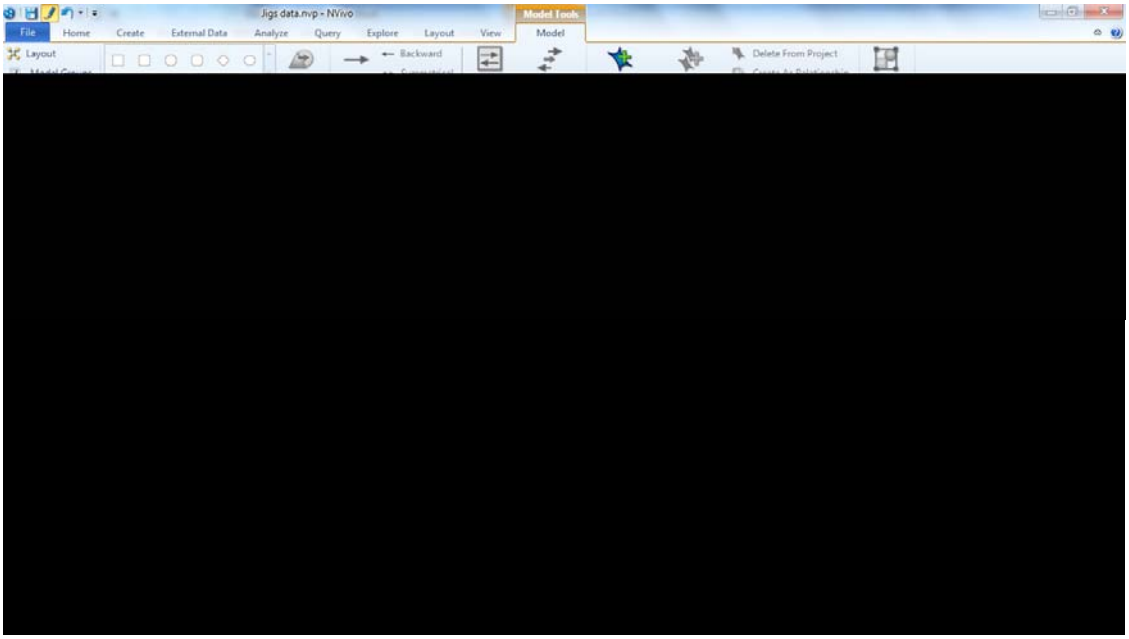


Figure 3.9: NVivo snapshot of models created by nodes

For example, researcher found these six main nodes: PM operations used with cases.

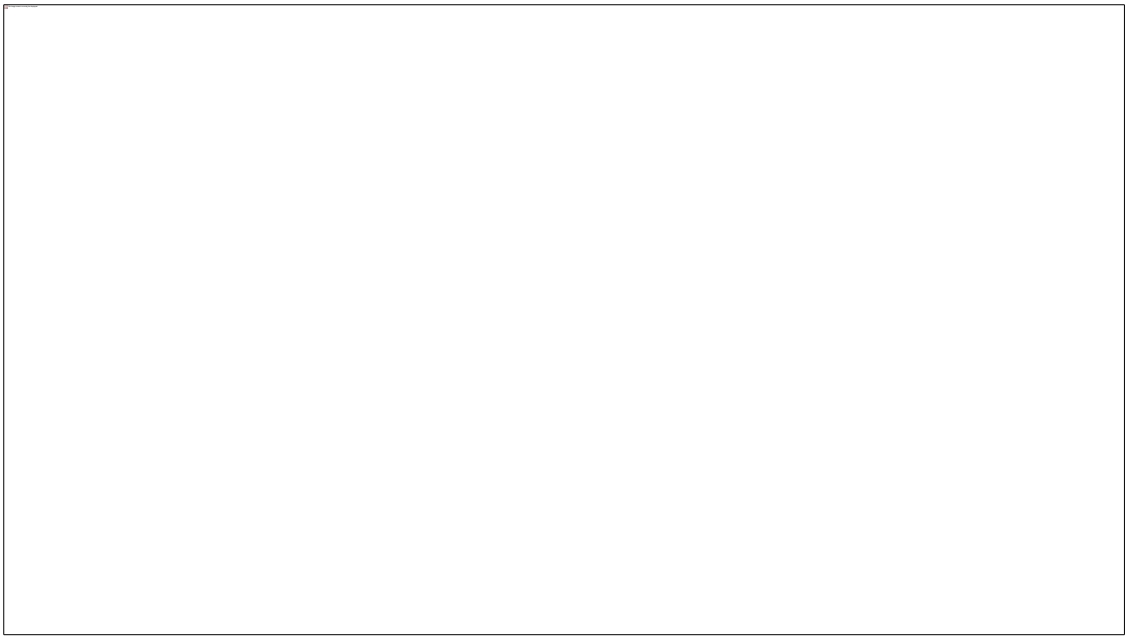


Figure 3.10: NVivo snapshot of photo analysis

Photos were analysed in NVivo, showing the measurement and patterns created by cloth designer; the figure 3.10 presents measurements provided for mass production of garments and sleeves card board pattern piece. Further analysis of NVivo is presented and discussed in appendix C.

3.10 Research limitations

As a qualitative researcher, the study may have faults, especially that of a novice researcher (Oliver, 2004). Some steps and decisions could have been different, if that was possible at the time, after much critical consideration of and thought about the study.

The chosen cases included participants from the Gujarati community, from Leicester, Luton and London, mainly due to access difficulties. Eight case companies cannot be generalised to a wider context, especially when two cases are from designers, two

cases from the clothing industry and four cases from the jewellery industry. Inclusion of cases from multi-cultural backgrounds from all parts of the UK would have been of added advantage. Furthermore, the choice of participants might have biased the results. The case companies are small and only eighteen people were interviewed from these eight cases, which left very little room to manoeuvre; this constitutes a further limitation on potential generalisation. Nevertheless, the findings reached with the participants are not restricted to them and can be implemented in other, wider contexts of SMEs; the researcher is personally inclined to believe that. The findings will be more applicable in other UK FI SMEs. Transferability of the study is covered to some extent as the cases are argued as a means of advancing understanding with reference to DC theory.

The study did not discuss in detail PM methodologies, as the participants were unaware of those in practical use. But this study understood the PM approach utilised by the clothing, designer and jewellery industries, also the DCs were employed from time to time for competitive advantages of these SMEs. None of the questions were asked directly by using the term DC, instead the participants were encouraged to tell their stories or narratives about how they progressed in the past and what are they doing for further development in their cases.

As the researcher is Gujarati, she was able to obtain insider information for these cases, gaining their trust, and also understood the interviewees' communications from their answers. The study has generally succeeded in answering all the research aim and objectives from the findings. Indeed, the researcher's inner thirst for clarification of PM in the UK FI SMEs practices that triggered the study in the first place was gratified.

3.11 Summary

The chapter discussed how the study was approached with philosophical assumptions and case study research design selected for the study. Later, it discussed data collection instruments and sample selection. Qualitative research is also questioned for its credibility, which is also justified in detail. Data analysis techniques and steps followed in this research. Lastly methodological limitations of the study are discussed. Having discussed these limitations, further chapters deal with the presentation of these eight cases, analysis of the data and cross-case analysis. The researcher is trying to give a comprehensive look at and in validating the topic under investigation, especially PM and DC.

CHAPTER FOUR: EIGHT CASE STUDY OBSERVATIONS IN UK FI SMEs

4.1 Introduction

As explained in chapter three, the researcher has adopted a multiple case studies approach to achieve the research aim. The study was conducted in eight UK FI SMEs, selected from jewellery and clothing industry SMEs to understand the daily basic project operations of these case companies. The purpose of this chapter is to achieve the objective of identifying and analysing project management (PM) capabilities used in the UK FI. In order to achieve this objective, the study aimed to:

1. Explore how a UK FI SME defines its Project, Project management, and routine operations.
2. Explore reasons behind or unsuccessful projects arising in UK FI SME projects.
3. Explore successful projects and the reasons behind these successful UK FI SME projects.

The study overall has eight case studies from two designers, two cloth manufacturing units, three jewellery wholesalers and a jewellery retailer. The purpose of these case studies is to provide deep insight into the PM approaches employed by FI SMEs in their natural settings. The cases show different project practices and project management approaches working for their companies. The case data base is created from the accounts from semi-structured interviews, observations and documents

collected from each company. Each case study contains six sections: 1) the description of the case-company context, 2) the company's Projects, PM and PM operations, 3) problems, 4) unsuccessful projects, 5) successful projects and 6) reasons for the success of the projects. Case companies unsuccessful and successful projects are classified in the research to show what problems arises in the projects which can be prevented or improved; and what are the reasons helping in completing the projects successfully. Final findings of each case are summarised and presented in the analysis chapter, chapter 5 (table 5.3).

As the case-companies considered for this study are mainly from the jewellery industry and clothing industries. This chapter (Chapter 4) presents the four cases from the jewellery industry; Further the chapter presents the case studies from the jewellery and clothing designers and two cut make and trim units (cloth manufacturing units). In accordance with the anonymity and confidentiality ethical guidelines of this study, names of the SMEs and participants are anonymised. Participant quotations are coded as in table 4.1; table presents number of participants from each case. Table presents code given to each case, participants no in each case, sex (male/Female) and age; interview given in language and interview location.

Table 4.1: Participant quotation codes

Case No	Case name & Code used for case	Age of the owners (years) Male-M Female-F	Code used below the quotes Case name/participant no/Male or Female/language of interview/pace of the interview
1	Designer brand (DB) Leicestershire	55 M 52 M 50 F 32 M	DB/ P1/M-55/English/Residence DB/P2/M-52/English/Residence DB/P3/F-50/Gujarathi/Residence DB/P4/M-32/English/Residence
2	Wholesaler-1 (W-1) Leicestershire	50 M	W-1/M-50/English/Office
3	Wholesaler-2 (W-2) Leicestershire	32 M 60 M	W-2/P1/M-32/English/Office W-2/P2/M-60/English/Office
5	Jewellery designer (JD) London	30 M	JD/M-30/English/Office
6	Cloth designer (CD)	30 M	CD/M-30/English/office

	Leicestershire		
7	Cloth manufacturing unit-1 (CMT-1) Leicestershire	30 M 32 M 60 M	CMT-1/P1/M-30/Gujarathi/Unit CMT-1/P2/M-32/Gujarathi/Unit CMT-1/P3/M-60/Gujarathi/Unit
8	Cloth manufacturing unit-2 (CMT-2) Leicestershire	38 M	CMT-2/P1/M-38/Gujarathi/Unit

4.2 Case Study Designer Brand (DB)

4.2.1 Context of DB

Table 4.2: Context of Designer Brand

Case-company name:	Designer Brand (DB)
Location:	Leicestershire
Items:	Rings, earrings, bracelets, pendants, chains, necklace with earrings, bangles, pendant sets, mangalsutra (Indian necklace to be worn after marriage, with black beads) and accessories.
Dealing in metals:	22-carat yellow gold, 18-carat white gold and diamonds.
Areas covered for business:	All over London, Luton, Leicester, Birmingham; many other parts of the UK, USA, Canada, Australia, Asia.
Turnover:	£2 million (UK pounds)
Management team in UK:	4 people
Business type:	Family business
Education of Partners:	Three participants had secondary education, one participant is postgraduate.
Number of projects in a months' time and timings taken per projects:	500 to 2,000 projects per month, depending on regular time or festive seasons. Projects take up to 3 to 4 weeks.

DB is a high performing wholesaler having franchise of branded jewellery from India. The brand has a big name in the jewellery industry all over the world. DB has the monopoly in wholesaling the jewellery for the brand and hence there is no competition or adversary.

4.2.2 Projects, PM, PM operations of DB

DB outsources all the jewellery from the brand manufacturer based in India, so the operations of sending the order from here (UK) and receiving the parcel to sort the

items for special orders and stock to be sold to retailers are separated. Special orders are posted and the rest of the stock is taken to all supplied retailer shops for wholesaling.

The study is to identify how UK FI SMEs approach PM in their daily routine. Hence researcher asked to define PM and discussed about daily project operations of DB with its Managing Director, he said as per the quote below.

> *In just generally project management, ya, project management, aa,... Obviously, it needs a strategy, in PM everybody should have its own set duties and a... responsibilities. So, it if I a project manager everybody should.....task are completed to get their end results.* (*DB/ P1/M-55/English/Residence)*

> *...there is about 4 of us and then one person one person would be financial side or taking the orders and putting them in computers and one person would be anybody can take the orders as it is through telephone or email writing on one piece of paper than put the orders on the main list long list of order that we process in. Then one person will be involved in sorting the customer orders and then sending the customer order out and then, ya... Oh, like this written order... Ya, we have to inquire about that. Ya, obviously, we go through the orders, we will ask if the order is guaranteed in next parcel or we still got to hold or... Ya, as I said once in a week or after a week we just ask for the status of the order if it is going to two weeks after the order so... (DB/ P1/M-55/English/Residence)*

Orders are written on a piece of paper on the notice board, and at the end of the week, the final paper list is made ready. This list is entered into an Excel sheet on the computer, sent to the Indian manufacturers who then confirm the order. DB keeps on chasing the orders by phone until the parcel is received. Once the parcel is received, it

needs to be sorted for the special order which has to be posted to the customer. Also, the DB team has to make a visit to all retailers once a month for wholesaling their available stock. Settlement of payments is made on the day of the sales visit by direct debit or cheque.

4.2.3 Problems of DB projects

DB stated as per the below quote when they were asked to describe the project problems arising in the process.

> *Sometimes customers want in too much of short time, they say we want in a week time or in couple of days' time or it might not be in stock or it might be the correct size or we might not have in really big size in terms of that it's just one issue. Sometimes, aaa... Some things it might get delayed or delay might be the problems there or they have got other commitments, they mostly are in India it takes times. Ya, then it has to be sometimes it depending on problem it is, suppose if is dangling earrings, they only want one drop out or one out or pear shape out, then it is quite straight forward. Sometimes if they want more change, then they have to make the whole mold again. They have to reconstruct the whole mold again or redesign it or. Ya, they told us about roughly three weeks, they have to make it on the computer and then it takes another five, six days to make mold and then once then it takes only day or two to make the thing. It's just the problem with the mold, sometimes it may be the problem in master that design. (DB/ P1/M-55/English/Residence)*

DB has problems like customers want the jewellery pieces urgently, or size which they want is not in the stock with DB. DB manufacturing in India may take more time or there are delays in getting the parcel from India. Bespoke jewellery designs and their specifications, which are normally developed from making new mold.

4.2.4 Unsuccessful projects of DB

When an old code number is used it can happen sometimes that neither old molds nor the master molds are available which means that the manufacturers are never able to make that product again. If DB does want the manufacturer to make one for them, the manufacturer will have to go back to the computer system, and redesign the required item, which can lead to project failure.

DB mostly has problems with ring sizes going wrong; either altering or reordering the item is unsuccessful projects. The mistake might be made by the shops (retailers), by DB or even by the manufacturers, so DB has to be very specific in communications.

DB also accepted that a mistake can happen at the stage of feeding the order into computer system. The main person who handles the order at the manufacturing unit knows English and later he can explain the specifications of the orders to the workers in their local (Indian) languages.

4.2.5 Successful projects of DB

Items are successful through models who wear it for advertisements or marketing. Retailers in different areas have customers with different cultures and tastes which need to be analysed; for example, the young generation is more into 18-carat white gold.

> *Sometimes the people who are wearing it, sometime the model who is wearing that things because sometime the* [further conversion is in Gujarati] *nowadays in one of the serials (serials on Star Plus channel) In Behna, there was a mangalsutra, people seen from there that they wanted such type of mangalsutra and that's going very well. Which models wear that, before that once... one serial known as Karina, one of them wearing*

a necklace, Karina, Karina, that went very well. Every area has different thinks like…..(DB/P3/F-50/Gujarathi/Residence)

Ya, that was been marked by the brand basically. Probably marketing is the most important thing in the factor what sells. I think you just get a ... It is just from the trial and error, depend like not all designs will work in certain areas, like the heavy designs will work in different areas, like here in Leicester is quite light, it's not if you go to Southall they like big quite chunky products. Success is not 100% driven by marketing but it plays the big role, I think if you buy products in the shops then. If I was in Southall, if I have customer in Southall then the products what they have get or give them the similar or compliment products it might be similarity it might be thicker or chunkier or…. Even in metal as well, in some areas like you (RT) only buys 22 carat. Different culture, different taste, I think so success is driven by all that (DB/ P1/M-55/English/Residence)

4.2.6 Reasons behind successful projects of DB

DB met brand owners and acquired sole distribution for all over the UK. Now DB is only concentrating on this brand for exclusive products.

Being very specific and delivering exactly the same information through communications to the people manufacturing in India. DB introduces new designs twice a year, but some designs and items are bread and butter for DB. By continuing to experiment with other designs, new designs can be created all the time.

Products are kept exclusive by giving the franchise to only eighteen to twenty reputed and known shops.

The brand has a strong online presence through its website which contains a variety of item details in the catalogue including price, catalogue number and its UK franchisees' contact details.

DB's communicate continually regarding the orders, and the manufacturing team is instructed to make things clear before manufacturing any items, especially the detailed specifications for the bespoke or custom-made orders.

The manufacturing unit also has a proper management system; and the main person dealing with the entire order process understands English. The manufacturers require to be given all the specification and alterations to be made with jewellery order (projects).

4.3 Case Study Wholersaler-1 (W-1)

4.3.1 Context of W-1

Table 4.3: Context of Wholersaler-1

Case-company name:	Wholesaler-1 (W-1)
Location:	Leicestershire
Items:	Rings, earrings, hoop-earrings, bracelets, baby bracelets, pendants, chains, bangles, pendant sets, astrological stones and accessories.
Areas covered for business:	All over London, Luton, Birmingham, Leicester, North UK. Serving 30 shops from Asian backgrounds.
Dealing in metals:	22-carat yellow gold
Turnover:	£1.2 million (UK pounds)
Management team in UK:	15 people
Business type:	Family business
Education of Partners:	Participant has studied secondary education.
Number of projects in a months' time and timings taken per projects:	2,000 to 4,000 projects in a month, depending on regular time or festive seasons. Projects take minimum 3 days to maximum 4 weeks.

W-1 is surviving on the basis of its old contacts with jewellery retailers; it repairs jewellery items through outsourcing the repair work in the UK. W-1 was a manufacturer of gold items in the UK, but now outsources manufactured jewellery from the Far East and wholesales them in the UK. W-1 imports western designs and fulfilling the needs of Asian consumers.

4.3.2 Projects, PM, PM operations of W-1

Projects of W-1 are based on analysis of customer choice, speculating on demand in the market by meeting retailers, and also looking at what is selling best in the market or what customers are asking for. W-1 projects needs to understand and tends with their local customers and purchasing the stock accordingly with his suppliers. W-1

makes his stock purchases by visiting his suppliers or through selecting his stock on Skype and suppliers sending the stock in parcels.

Orders are written on pieces of paper, sending the needs to the manufacturers in the Middle East, local items to local manufacturers, confirming orders and items, chasing the orders, receiving the items, sorting, and postal or hand-to-hand delivery. The pieces of paper are used to track the project and to provide updates to retailers (customers) until the order is received and delivered to customers. Cash and gold are taken as the means for the settlement of payments. Special items and repairs are posted to retailers as per their requirement and the rest of the stock is taken for sales to all retailers by visiting them once a month.

> *Similarly like looking what is the demand in the market? Forecast the demand and then speculate the demand by talking to clients. What is the demand, fashion trends which are then put as orders to potential local manufacturers. Projects are all over-lapping, so there isn't one single project at a time. I could be doing chains, bracelets, and local rings. So we have three 'to' four projects going on same time. One hour I will be doing this project, one hour I will be doing other project. (W-1/M-50/English/Office)*

4.3.3 Problems of W-1 projects

The main problems covered by W-1 are fluctuating pound-dollar exchange rates and gold rates, changing customer preference in designs, and being aware and analysing the sales market. Completing projects on time, taking only projects, which can be completed or manufactured by his suppliers or manufacturers. So W-1 cannot take the projects which he can't manufacture.

The designs required by customers are shown in pictures, so the product cannot be expected to be same. Hence, customers will accept the product with slight changes but major changes in the design will not be accepted. These are the reasons why manufacturers govern the market.

4.3.4 Unsuccessful projects of W-1

W-1 describes unsuccessful projects where they are unable to complete their orders, through the incorrect specifications coming in communications from customers. Unsuccessful projects are best described by orders that are completely rejected by the customer due to incorrect designs (which are not exactly according to the requirements or photos given by customers) or poor quality.

W-1 always need some space for these rejected orders, but has to work round rejected stock, as this stock cannot be sent back to suppliers in the Far East. W-1 tries to sell the rejected goods to the same customer offering some discount, or tries selling it to other shops to offload the rejected stock. W-1 has to run to two different shops but there is always a demand or this reject stock is sold at some other shops.

W-1 does not take projects it considers too large; if the wholesalers are in large projects, then there are too many factors which can go wrong. W-1 tries to keep only small projects, so that even if a project goes wrong, it can be adjusted in different shops.

4.3.5 Successful projects of W-1

W-1 has 25% of special orders; the rest all are repeat orders: all serving Asian customers. One of the fastest- selling items with W-1 is chains, as chains are preferred to be worn out till it needs new replacement of new one. Due to daily use of the chain it breaks and need to be replaced frequently, whereas bracelets lasts longer and need no replacement. W-1 needs continuous projects for survival. Small manufacturers

have got no resources to go round the road, and W-1 got the contacts with retailers who are willing to buy or have demand for the jewellery items. W-1 orders the jewellery items for commission on sale. W-1 does not take special orders as there is no profit margin.

> *There is no single project; we can't rely on one project, we have to keep fifty different projects to keep on going all the time. Market is such you can't rely on one project. First of all, mine designs are mine own designs and Far East designs. About 25% we creator for special orders, whether they are local or importation (W-1/M-50/English/Office)*

4.3.6 Reasons behind successful projects of W-1

W-1 benefits the most from quick turnover and getting repeat orders in small bulk from their customers, avoiding large complex orders which take a long time. Suppliers also play an important role, as all the stock is supplied by them on credit and W-1 has got suppliers who are supplying them from more than 15 years. So, W-1 has a good reputation and is not looking to change suppliers. Even if W-1 could find better suppliers, they would try them for a little bit but would not diversify all the business with the new suppliers. W-1 has been dealing with their suppliers for the last 15 years, and if they start trading with someone else in 6 months they may expect them to put up the prices. New suppliers are going to be competitive in the market and W-1 has been studying the market for many years in the past.

W-1 also deals with suppliers based on various elements of trust a) suppliers are going to be get paid. b) W-1 can get what designs what they ask for, c) suppliers give W-1 some space in making payments (credit facility), d) there are no contracts when they buy from these suppliers. No contract means there is no minimum or maximum quantity, W-1 can buy whatever he want according to market needs. If W-1 goes to a new supplier, first of all they inquire about what is W-1's turnover is before giving

price or anything else. W-1 added that visiting the suppliers face-to-face four to five times a year builds good relations.

Customers (retailers) are also like loyal friends to W-1, as they have been dealing with them for the last fifteen years, building having one-to-one relations and trust with these retailers.

4.4 Case Study Wholersaler-2 (W-2)

4.4.1 Context of W-2

Table 4.4: Context of Wholersaler-2

Case-company name:	Wholesaler-2 (W-2)
Location:	Leicestershire
Items:	Nose-pins, nose-rings, rings, earrings, pendants, pendant sets, astrological stones, silver items and accessories (gold items are all less than 2 grams).
Dealing in metals:	21-carat yellow gold and silver items
Areas covered for business:	All over London, Luton, Birmingham, Leicester, Nottingham, Derby and a few customers are covered by posts. Serving 200 customers in the UK with multicultural backgrounds.
Turnover:	£1 million (UK pounds)
Management team in UK:	5 people
Business type:	Family business
Education of Partners:	Participant has studied to BA Hons.
Number of projects in a months' time and timings taken per projects:	10,000 to 15,000 projects in a month, depending on regular time or festive seasons. Projects take minimum 3 days to maximum 6 to 7 weeks.

W-2 wholesales items of less than 2 grams, making them reasonable as gift items which sell all year round. W-2's items are made from 21-carat gold making the items durable for daily wear. W-2 has a large range of these small items for retailers (customers) round the UK.

4.4.1 Projects, PM, PM operations of W-2

W-2 defines imports as their project, or a new investment idea as his new project. W-2 does not have many projects at the moment because they have only recently started a few projects. W-2 describes his project as quoted below; how he monitors his project progress is shown below.

> *So, project management would incur like... doing new deals in India and bring them across here and making sure that projects go well every time we do an import. I would say that's a project. (W-2/P1/M-32/English/Office)*

W-2 uses PM process using PM tools for completing his projects successfully. W-2's orders are sent as pictures of items on WhatsApp (a smart phone application) and the WhatsApp browser history is used to track and chase the projects from manufacturers. W-2's customers (retailer shops) also send photos of required stock on WhatsApp, which are directly forwarded to manufacturers in India, making the project process easier.

W-2 has two hundred customers at the moment, which are visited face–to-face quarterly for sales of the jewellery items. W-2 visits three customers a day, and on three days a week, for selling the jewellery items. W-2 can see three customers a day or only one customer a day depending on how large the customer (retailers) visited is. The more the customer purchases, the more time will be taken to complete the

transaction. W-2 has a few local customers from Leicester visiting W-2 to buy jewellery items.

4.4.3 Problems of W-2 projects

W-2 describes its project problems as their suppliers do not meet the demands on the time. There are difficulties in working with India as all manufacturing is outsourced to India, which means working on a long-distance relationship. W-2 also has problem when two customers want the same amount of goods at the same time, which can make physical delivery to two locations impossible. Many times W-2 has different customers requiring the stock at the same time, W-2 can't reach both the customers at the same time is also reported as problem by W-2.

4.4.4 Unsuccessful projects of W-2

If the stock is not selling or is rejected by the customer, then W-2 can melt down the stock, and re-export to India as a return or rejected goods. W-2 confirmed rejection of goods happens very rarely, indeed once in ten years, as W-2 will try to sell the goods to other customers (retailers). However, W-2 does not try to sell them at a discount as by doing that, it would make the customer expect the rest of the stock at the same price, which W-2 cannot effort to do.

4.4.5 Successful projects of W-2

W-2 identifies successful projects as changing the designs all the time, keep the designs according to the latest selling trend. W-2's stock of gold is sold quickly and also all stock is sold before getting new stock is also the reason for successful projects.

> *Designs are continuously changing so there is no set trend, or design trend because we have to constantly change designs to keep within the market place. Because the customer wants everything new, there are only rare cases like we have to order particular type of earrings that you have*

to order it more. So we really change the design all the time. (W-2/P1/M-32/English/Office)

W-2 rarely has any designs repeating; only few designs of earrings which are selling more due to popular designs. Rest stock always is changed to latest requirements which is selling the most and called as successful projects of W-2.

4.4.6 Reasons behind successful projects of W-2

W-2 frequently goes to India to make sure that they are manufacturing the right items, to manage their goods properly. W-2 frequently visits suppliers physically to make sure that everything is going well. W-2 tries to ask customers how this design is selling, so if they need to order supplementary stock in the same, high-demand design, additional stock can be ordered and put it in a single parcel.

Looking for new designs all the time and innovating new designs in getting them manufactured for their sales stock. For getting those new innovative designs, W-2 explores new designs on Google Images to get ideas and sends those designs to their manufacturers. W-2 also tries to avoid copying the images from elsewhere, believing it not to be good idea. W-2 emphasises on copying the line, instead of copying whole design of jewellery item. The quote below stated how W-2 tries to get the item (line) in his stock which he does not have it in stock.

If they have got certain item or stock that we don't have then, obviously, we will copy that line. We will copy that line but we will change the design of the line. So if it is khanda pendant, which is like the generic design, khanda pendent is generic design so what we are going to do this time, we don't have any khanda pendants in stock, people are asking for khanda pendants in stock so we have looked at what their design is and we have made our own design from it. Ya, making changes and how we want it,

like we want to put rhodium on it or put extra cutting or different colour stones or whatever we want to do. So, there is element of copying but there is an element of copying the line but not copying it completely. Same thing happens to us if we have got one line the competitor will try and bring the line in because we can't constantly get the supply of stock all the time because the gold price is up very detracted. (W-2/P1/M-32/English/Office)

W-2 has clarified in his quotes about how W-2 will introduce new items which are not in his stock without exactly copying the designs which is available with his competitor (other wholesalers). Also other wholesaler tries to copy items which W-2 has got and they have not got in their stock.

4.5 Case Study Retailer (RT)

4.5.1 Context of RT

Table 4.5: Context of Retailer

Case-company name:	Retailer (RT)
Location:	Luton
Items:	Nose-pins, nose-rings, rings, earrings, pendants, pendant sets, bracelets, hoop-earrings, studs, bangles, necklaces, chains, anklets, gold and silver bars, bullion (gold) coins, astrological stones, silver chains, silver items and accessories.
Dealing in metals:	18-carat white gold, 21- and 22-carat gold, platinum, silver, palladium, titanium, all types of diamonds and astrological stones.
Areas covered for business:	Customers from all over the UK, Europe, Asia, USA, Africa, Dubai, Australia and Canada. Serving 2,000 customers per month with multicultural backgrounds.
Turnover:	£1.5 million (UK pounds)
Management team in UK:	8 people
Business type:	Family business
Education of Partners:	Two participants studied in secondary school, two hold a bachelor's degree and four are postgraduate degree holders.
Number of projects in a months' time and timings taken per projects:	8,000 to 10,000 projects in a month, depending on regular time or festive seasons. Projects take a minimum of an hour and a maximum of 6 to 7 weeks.

RT has a wide range of jewellery items in stock in the shop, from regular gold to designer, from cheap stock to high-quality finished items. RT has a manufacturing unit for a few small items, example, e.g. name plate (pendant), including repairing of gold, white gold and silver items. Repairs for diamonds, palladium, titanium, complex

pieces of white gold and silver are outsourced to a London workshop. RT also provides services of jewellery valuations, diamond certifications, providing assistance on insurance claims and claiming back VAT for international visitors from non-European countries. RT has no competition for diamond, white gold, platinum, palladium or high-quality finished products, as no competitors have these jewellery items and services to capture the local market. RT has an established shop for the last 38 years, with good name, reputation and with customer service provided at the shop.

4.5.2 Projects, PM, PM operations of RT

RT defines its projects as showing the products, ordering jewellery items according to specifications, buying stock for sales, repairs, special orders, sending jewellery items brought from wholesalers for hallmarking, sales, purchasing gold for cash, writing VAT claim forms, adjustments, payments, managing suppliers, gold to be sent to wholesalers, refining gold, preparing valuations, and preparing diamond valuation certificates.

> *Order is taken by writing specification of jewellery piece on envelope; sometimes design photos are brought by customers, or photos of the jewellery piece brought by customer as sample has to be taken by iPad photographs. Weight, size, price, metal, time to complete the project is forwarded to wholesaler, confirming the order time with wholesaler according to the requirements of customers. If timings are going to be delayed by the wholesaler then try other wholesaler. If order is given to wholesaler then* [*RT*] *needs to chase the order every week (RT/P1/F-32/English/Shop)*

RT take the orders on an envelope, as pictures are taken on an iPad and sending these to wholesalers with all the information written in an email, or the information is sent as drawings to make the wholesalers understand the requirements of customers or any

changes to be made from the picture of jewellery piece. Availability of the jewellery piece is checked with the requirement date of the customers. If the wholesaler is going to take more time or does not guarantee jewellery item by the required date of the customer. RT has to ask other wholesalers who can get the jewellery item by the required date of customer. Further once the order is given to the wholesaler, they need to be reminded regarding the order every week.

RTs repairs and orders are taken on an envelope with details: name, address, contact number, grams of gold in items what how the item is to be repaired or made and what price is to be charged. As workshop people, manufacturers and wholesalers should understand what job has to be done with a piece by written specifications or the repair and orders may be delayed. The order specification needs to be accurate or jewellery piece might be different from the customer requirements at the time of collection.

RT's day starts with filling the stock which was sold the day before, as stock is tracked by the record of sales of the previous day, checking for no items are missing or stolen. Customers come in the shop with different demands or items required, if they like the items available from the range held at the RT store. Customers can also select from the jewellery pieces from catalogues available with RT of the various wholesalers. Some customers come up with their own designs or online photos or bespoke design photos; it also depends upon how much they want to spend.

Jewellery items turn up with under budget or over budget (price) which has to be altered as orders are received or made in the workshop. The sales person must always have the skill or experience to give a rough estimate of cost which will be near to the actual price of the piece after the ordered jewellery item is ready. If for any reason the customer rejects the order, it becomes dead stock until the jewellery piece is sold to another customer; it can sometimes take years to sell that piece causing wastage of limited resources.

Fast fashion is in demand, so new stock has to be purchased every week to keep up with market competition; customers ask for new products or the products available from competitors. The latest designs sold or best-sellers from competitors have to be analysed, while buying new stock or ordering it as bespoke orders.

Customers want quality in jewellery pieces, asking for smooth finishing and a hallmark stamp on each piece, as it is a guarantee of the gold carats giving the customer peace of mind for whatever they have spent. They may even ask for refund, exchange and repair of the jewellery brought with the store, as they are concerned as they are spending a large amount on the pieces. Good customer service of RT brings more customers by customer word-of-mouth; also, it provides more confidence in spending with a store where they know they are not going to be cheated.

Price has to be clearly mentioned at the time of taking the repair or that leads to disagreement at the time of collection. The envelope has to be kept as a record for orders so that progress can be given to customers if enquired for; similarly, every week, each wholesaler has to be tracked or reminded about progress on pending orders. It takes five to seven weeks for orders coming from India, two weeks in London, four weeks for an order from Birmingham and two to three from Leicester.

4.5.3 Problems of RT projects

The problems of RT are the wholesaler changing the design from one which is given by customers; the order specifications should be correctly passed to wholesalers. Wholesalers should keep the design as close as possible to the design required by the customer, or the customer might reject the order (project) being dissatisfied with the jewellery item. Wholesalers often delay delivery of the jewellery items, which causes delays in the projects and the retailer has to give other jewellery to wear at a special function (engagement or marriage) as replacement against the delayed jewellery item.

4.5.4 Unsuccessful projects of RT

Misunderstanding of designs in communications leads towards receiving incorrect or other designs than required by customers, late delivery, rough finishing quality, overweight and high price causing rejection or new replacement order of jewellery items are reasons for unsuccessful projects of RT.

4.5.5 Successful projects of RT

The customer is satisfied in quality and pays the price decided when making the jewellery order; bringing or suggesting other customers, as being happy with the quality of the product, and thus bringing more repeat orders are successful projects of RT.

4.5.6 Reasons behind successful projects of RT

Reliable supplier, orders (projects) on time, quality or finishing of the product. RT's management needs to chase suppliers or wholesalers every week to get the projects completed on time were found to be reasons behind success of RT projects.

4.6 Case Study Jewellery Designer (JD)

4.6.1 Context of JD

Table 4.6: Context of Jewellery Designer

Case-company name:	Jewellery Designer (JD)
Location:	London
Items:	Rings, pendants, necklace, bracelets, mangalsutra.
Dealing in metals:	18-carat white gold, 21- and 22-carat gold, platinum, silver, palladium, titanium, all types of diamonds and astrological stones.
Areas covered for business:	Customers from all over the UK, Europe, Asia, USA, Africa, Dubai, Australia, Canada and many other countries
Turnover:	£1.1 million (UK pounds)
Management team in UK:	25 people
Business type:	Director
Education of Partners:	JD has postgraduate degree in art and designing.
Number of projects in a months' time and timings taken per projects:	Only 40 projects are taken yearly, after reviewing and accepting the application form.

4.6.2 Projects, PM, PM operations of JD

JD reported its projects as customers have unique requirement of jewellery piece, accepting the application, designing and sending it to manufacturing workshop and getting the jewellery piece ready for customer. Whereas, PM used by JD is described in the quotes.

> *My term of PM is not that I much know about PM, but breaking it down. Here, what we use in jeweller, well, I use specific you get all client brief, understand all client then to respond to it is broken down into various*

sections. I send the client application form, they fill up application form. If they are successful then I will design jewellery piece for them. No, it's completely my decision. From there, it's not one-way situation. I will try to understand what they have written, how their lifestyle is from the entire questions I have written. Then I translate them into shapes, and then shapes into designs then show them. Then those designs turn them into CAD pieces, and make into 3D render, if any changes have to be made, then that goes into manufacturing process and then after that again broken down into pieces (JD/M-30/English/Office).

JD discussed its PM as breaking down into different sections, being a jeweller getting the client information, analysing and responding the customers. JD has his own way of taking the projects (orders): the customer approaches him to design the required jewellery piece. JD requests them to fill the application form face–to-face or via email. This application form helps JD to understand the background of the customer: if he understands the customer well, only then is their application accepted, else it is rejected. JD understands the tastes of the customer through the application, translating their tastes into required shapes. Later it is sent for manufacturing process where it is sent to many different workshops in order to complete manufacturing processes which are also different sections of PM.

The shapes are created by CAD (computer-aided design); if the customer wants to see the designs of their jewellery piece, they can even see the design at this stage on CAD files. This also helps the customer to see and suggest any changes, as the designs can be seen from all angles as CAD files can be seen in 3D. After the customer's approval, the piece is sent to the manufacturing unit for further process. JD has to chase manufacturing units to check progress and see that the piece has been completed from one stage and is moving towards the next, as the piece has to be passed from one workshop to another in the process of casting, prepping, diamond setting and

finishing. The piece is handed to the customer or shown to them. After the customer's final approval, the jewellery piece is sent for hallmarking. The piece is delivered to the customer, including the diamond valuation and carat certificate.

4.6.3 Problems of JD projects

JD claimed the problems in his projects in the following quote to be:

> *Other people, Relying on other people. Once it goes to manufacturing process, there is a caster casts the wax, somebody going to print the wax if it is in his time. Printer is some who is doing printing; he should have his own time. It depends on what order you have, I have to prioritize lots of people. How do you push the queue from casting, casting takes couple of days, it comes to cleaning the cast. Then it's prepping the piece which is polishing the piece. Stones are to be set; it has to be assembled by them, again polish. All stages have different people involved in different process after then it goes to hallmarking. (JD/M-30/English/Office)*

JD's above quotes explains that nobody is perfect and while relying on others people are problems in his projects. Manufacturing involves process with people from castor, printer, pepper, stone setter and polisher; they all need their own time to finish their portion of the work with the jewellery piece. After each one of them finishes their portion of the work it has to be send with other person for next process to complete the jewellery piece. JD has to push the queue of all these processes with different people to complete the jewellery piece on time given to the customer. JD is relying on other people in the overall process because he wants the best quality finishing for that jewellery piece. Last in the process JD has to send the piece for hallmarking.

4.6.4 Unsuccessful projects of JD

JD reported having rare unsuccessful projects through his quote below.

Touch wood, I have no one customer rejected my piece. In seven years, I got one rejection. Others I had to make changes. A problem is ring sizes, slightly tighter or looser, one size bigger or half size smaller. (JD/M-30/English/Office)

JD has to make changes in his designed pieces of jewellery, like size changes but only once in seven years he had complete piece rejected by his customer. This highlighted high accuracy on the specifications send through the CAD files in understanding the further manufacturing process.

4.6.5 Successful projects of JD

JD illustrated this with the below quote when he was asked regarding his successful projects.

Price-wise, you don't get better each one successful. Yes, number one is customer satisfaction, that more important. Customer understands what they like, don't like. There is no formal method to get feedback from the customers, but the expression from their face when they first look at the piece that expression says everything. And then they recommend to their friend. Friend turns up says diamond size and budget; you decide for me that says it all. How I treated my customer one before them. (JD/M-30/English/Office)

JD outlined his successful projects as he does not get anything more than the decided price, but after acceptance his every project is successful. JD emphasized on customer service given to the customers through understanding customer's tastes and providing them exactly what customer wants. Firstly the JD understands looking at the expressions of the customers when they see the designed jewellery piece for the first time. Secondly customer recommend JD to their friend; and when customers friend

approaches JD and suggest to decide the diamond size and budget for the jewellery piece to be designed for him.

4.6.6 Reasons behind successful projects of JD

JD has various reasons for successful projects; a JD interpretation through the analysis of his written interviews of the customers helps him in blending that information into shapes. So when he designs the jewellery piece on the CAD his customers are 99% going to like the jewellery piece or even above their expectations. Other important factors highlighted by JD in his below quotes is regarding the finishing quality involved at each stage of the manufacturing; avoiding holes in the metal (platinum) which will create problems in later stages of manufacturing jewellery piece.

> *The caster has to be superb, 95% of my work is in platinum there should be no holes in the metal it should not be pores or else while setting it will have holes. While polishing air bubbles start coming through, so casters have to be superb. Then boys who are mounting has to be very accurate in cleaning and assembling, and the setters has to be superb as they are going to set the diamonds and diamonds should not chip. Then don't want the diamonds falling after (JD/M-30/English/Office)*

If the jewellery piece has holes while setting the stones it will make problems; while polishing the piece air bubbles appears in the piece. Hence it requires skilful mounters and polishers so the stones set in the jewellery piece do not keep on coming off after using the jewellery piece.

JD indicated also his networking amongst his customers through the channel of exhibitions and jewellery fairs also contributes to the success of his projects. JD lastly commented about his inspiration of business strategy and who inspires him as success factors of his projects; the quote by JD elaborates this point in detail.

So then, nobody inspires me in jewellery, apart from one guy called Jaa in Paris, I don't if he is having today's business strategy. Not his work, but his business strategy. He only, he only, you can't buy his pieces. I am tempted to buy his piece but haven't got it yet. I am interested in fine art than in jewellery. (JD/M-30/English/Office)

JD has been inspired by the person called Jaa; JD is not inspired by his work but his business strategy. JD is considering buying a piece of his; but hasn't bought any of his pieces so far. JD is more interested in fine art than jewellery and that is the reason JD is also interested in various art and design related activities.

4.7 Case-study Clothing Designer (CD)

4.7.1 Context of CD

Table 4.7: Context of Clothing Designer

Case-company name:	Clothing designer (CD)
Location:	Leicester
Items:	T-shirts, dresses, maxi, trousers, coats, leggings, skirts, jumpsuits Designing for UK branded stores and groups.
Areas covered for business:	Customers in UK
Turnover:	£0.50 million (UK pounds)
Management team in UK:	100 people
Business type:	Designer and partner of two cut make and trim units
Education of Partners:	CD has postgraduate degree in business and trade
Number of projects in a months' time and timings taken per projects:	Designing garments and sending to customers (stores, groups, suppliers) is a continuous project, but approximately 6 to 7 designs are approved by the customers out of every 20 designs informed by designer.

4.7.2 Projects, PM, PM operations of CD

CD defines his projects to be continuously sending designs to customers on WhatsApp, and if approved sending them test reports of fabric composition: this all has to pass through some ethical approvals. Once the sample of the garment is approved, CD will order the fabric and accessories and send it for grading and cutting. When the fabric is ready for stitching, it is sent to the cut make and trim (CMT) units: this whole process is called a project for CD.

Initially, in the area CD works in it is not possible for him to meet his buyers face-to-face often, because they are very busy in their field, and CD is also very busy in his

field. CD's communication is mainly by email, nowadays, buyers have got smartphone applications (WhatsApp). So, for example, if he develops a sample or if he has a sample, CD just takes a picture and sends it through WhatsApp; if the buyers like it they say yes, and he develops the garment for them, or they will reject the sample. If the sample is rejected CD has to send new sample as he develops; and if the sample is approved than the process will move towards next steps. Then the next stage is cutting the sample, choosing the sample, making the right patterns of paper. This is the basic process of developing patterns in CD project after the sample is approved by the customer and has to be sent for mass production.

CD sends these developed sample to his customers, which are all high-street brands; CD sends it to potential buyers, firstly to his regulars. Once the customer approves the sample, then customer and CD decide on lead time; then CD orders the fabric, sending the fabric for grading and cutting in bulk, stitched in bulk and supplied to the customer. So, basically CD sells the garment to their customers.

Alternatively, if the customer wants something in particular, they can show the design to CD, and CD can make it according to their needs. Mostly, it is CD who shows designs to the customers. CD takes the orders in bulk (no less than thousand); customers decide on quantities, which are one to two thousand, or whatever amount they choose. After CD sample is approved, he needs to order suitable fabric, cutting and stitching for making the garments ready for customer. The description made here is for sample development but for bulk manufacturing of the garments procedures are as per described by the CD quotes below. For the whole garment, as compared to the sample, he then sends everything to the cutters.

> *I can't do the whole process for bulk order, so we need to electronically develop and grade the pattern. So, this is the standard size 10 for the sample size. From there we have to grade if they want size 8 and 6, then*

we have to downgrade size 8 and downgrade size 6 from than we have to upgrade size 12 and 14 or 16, whatever sizes they want. And the measurements we need to grated, and after the graded measurements we develop the sample for bulk cutting. Then once again the bulk cuttings then we produce here (*CD/M-30/English/office).*

CD stated in his above quotes regarding bulk order and he can't repeat the same procedures followed for first sample development. As for the bulk development CD has to first down grade the patterns to size 8 and 6; upgrade size 12, 14, 16, 18 as per the requirements. First sample patterns are always developed in size 10, so for later bulk manufacturing the patterns has to be down and upgraded according to the requirements of the customers. The fabric is cut according to the required sizes, and is later send for stitching the garments. Fabric composition report has to be sent; having detailed information of contents in the garment fabric example percentage of polyester or viscose or elastine or cotton etc. CD can get any type of material required by his customers, CD has to source the materials for customers if the material is not available than he has to find alternative material.

4.7.3 Problems of CD projects

CD purported the as per his quotes below when he was asked regarding problems coming in his projects. CD has his projects interlinked with many people so if one person in the chain is late or delays whole order (project) is delayed due to that person. CD has fabric suppliers, pattern maker, pattern grades, cutters and CMT all interlinked in his project.

Well, there are problems. Basically, this is fast-moving field so you can't really describe one problem at a time. It can be anything we need to rely; this industry is interconnected with all suppliers. Like, I am connected from my pattern maker, to pattern grades, to the cutters, to the

manufacturers, plus the fabric suppliers. Same effects could be on me if my fabric supplier does not supply me within the given time then I have a choice and right to cancel my given order. Once I miss the time, if the summer is over no one is going to buy summer clothes (*CD/M-30/English/office).*

CD has to first rely on fabric supplier; as after the order is given he gives the date to his buyer say four weeks calculating how much time it will take for fabric arrival than, grading , cutting and stitching. If the fabric has to be imported for other country it will take four weeks to get the fabric. So calculating time taken by whole manufacturing process or lead time is decided at eight weeks; that means CD has to deliver the ready garments in eight weeks' time. Till the CD receives the fabric he has also to order and get the labels printed; so in this process if the fabric arrival is delayed CD decided deliver date will be delayed which is big problem for him. CD works for the fashion seasons; CD has to work very fast and in advance of the season. So if late for the season, delivering the ready garments on time is very crucial if CD is late his whole order can be cancelled. Similarly if fabric supplier delays the fabric arrival CD has right to cancel his order; as once the summer time is gone no one is going to buy summer cloths. CD is now planning a winter design; if everything goes according to the plan, consumers will see this product in a store in eight weeks. CD usually has to work about eight to ten weeks in advance, but may have to work twelve weeks in advance if the fabric or accessories are to be imported from other countries.

4.7.4 Unsuccessful projects of CD

CD reported his unsuccessful project as if he develops 20 design samples and send it prospective customer at least six to seven samples should be sold amongst the 20 deigns. CD also discussed he will be very happy if all his designs are sold; which is

nearly impossible. But if he is able to sell less than six designs out of 20 developed designs than it is called as unsuccessful project for CD.

4.7.5 Successful projects of CD

CD highlighted the quotes below when it was inquired about successful projects of CD; he has many factors making his projects successful, as explained by his quotes here.

> *Ya, obviously, it's for very project, very design for a designer, it is the dream to get his designs sold in millions, so I would be rather be happy to sell maximum number of designs.*

> *Ya always on the repeat orders we have always a profit margin a bit of a profit margins. Initially the first order contains lot of establishment and development cost, which a repeat order doesn't have. But the cost is covered with those costs those costs is a saving*

> *Always thousand, ya, I don't work less than thousand any of my designs. Unless it is some celebrity designs or works. There are some celebrities wearing a tops and stuff like that I design (CD/M-30/English/office).*

CD dreams to sell his designs in millions; he is happy in selling maximum number of his designs. When CD get repeat orders which are profitable; as first initial order needs development cost later repeat order has saving on those development cost. CD designs clothing for celebrities from top singer and supermodel of UK; which give pride to CD in the market making him famous in FI.

4.7.6 Reasons behind successful projects of CD

When it was asked for the reasons for successful projects; he illustrated various factors for successful project supported by the quotes given below.

Well, ever this is a fashion industry, is really fast moving industry, you can't set your project design, you know. Every single project is challenge for you, every single project you have to handle in a different way. I mean some of the projects I don't have to worry about because everything is ready-made. I mean, I get some of the fabric ready available in the stock, some of my old patterns; I can use it, so straight way I don't need to do anything. So straight away I order the fabric, the fabric will directly go the cutters, cutters have already got my pattern, I will email him my order, he will cut it, and manufacturers will pick them, make it and deliver, so my role is minimum. So, it depends on which design and which store you are dealing with and what sort of designing is required. It all depends; every single project, every single design is different.

Well, manufacturing in UK, We are doing actually fast at the moment. Earlier it was happening like in UK you produce the lead time was six to eight week. But right now we can work in such a way that rights now some of the designs I deliver in two weeks (CD/M-30/English/office.)

CD can't have set design or process for his projects; projects differ in its process according to its trimming and design requirements of customers. Few projects process is easy as everything is readily available; fabric and patterns are in stock so than fabric has to be send to cutters. Later CMT will pick the fabric and start stitch the garments, label pack and deliver it to the customer. So it will depend on the store group and design of the garment. CD also emphasis on FI lead time which was six to eight week; but now he can deliver ready garments in two weeks' time (from process of designing to introducing design in the shop floor.

Every high-street brand or store has a different fit, though the sizes are same for end-users like 8, 10, 12, 14 but every brand or store has different measurements: so, size 8 from store X will measure different from size 8 from store Y. CD has to cut and stitch garments as per the required measurements of brand and stores as it is also crucial for success of his projects.

CD sample has to pass through various fitting requirements of the store or brand which is named as white and gold seal. There are two to three processes which a garment need to pass through white seal, gold seal; different customers have different fitting rules for their garments to pass through before the sample is approved.

For example, when CD sells a fabric, he has to give all the fabric's paper test certificates with the laboratory report, including its composition (e.g., 95% polyester 5% elastics, micro fabric, lycra etc.). When they like the sample, then he provides them the provenance information, e.g. an import or locally knitted, and its composition, e.g. colours used, dyed or not dyed (and if yes, whether discharge dyed, and if no, what natural colours have been used). As it is a large and detailed field, it depends on supplying accurately what the customers want to know.

4.8 Case Study Cut Make and Trim unit 1 (CMT-1)

4.8.1 Context of CMT-1

Table 4.8: Context of Cut Make and Trim unit 1

Case-company name:	Cut make and trim unit (CMT-1)
Location:	Leicestershire
Items:	T-shirts, dresses, maxi, trousers, coats, leggings, skirts. Cutting, stitching, labelling, and packing from direct-branded store group and commission agents.
Areas covered for business:	Customers from all over the UK
Turnover:	£1.3 million (UK pounds)
Management team in UK:	55 people
Business type:	Partnership
Education of Partners:	CMT owner has secondary education, but has 12 years of experience in the CMT field.
Number of projects in a months' time and timings taken per projects:	Two or three projects are going on at any given time. Timings depend upon the design of the garments and quantity required by the customers.

4.8.2 Projects, PM, PM operations of CMT-1

CMT-1 claimed its projects to be as per the quote below.

> *Getting order is first thing in our projects, then making sample for customer's approval. Sample is made by giving stitching specifications to quality control like cloths should be gathered at centimetre; sleeves or neck measurement should be according to instructions. It is shown to customer for approval; they provide comments on each sample prepared, then next sample is developed according to comments or suggestions given*

on first sample, after three, four samples made design is finalised for production approval. (*CMT-1/P2/M-32/Gujarathi/Unit)*

CMT-1 projects start with getting the order and developing the sample according to the customers' requirements. Stitching specification is given to the quality control; all design and fitting measurement instructions are provided. Once the sample is developed it is shown to customer; customer provides its comment or suggestions for the improvement of the developed sample. Again the sample is developed according to the comments or suggestions and finally after three or four samples garment design is finalised. Further, the director of CMT-1 has described the process after the sample has been approved in his quote below.

First, we talk with customer regarding garment type and quantity like 10,000 or 15,000. Then project management starts with customer's specifications of price, quality and delivery date. Some customers prefer giving us trim or cut material, only want us to sew. Some wants us to cut and stitch the material for them. We ask then when we will get material or cut cloths material to sew in order to complete the project. Time to complete the order depend on size of order, 2,000 piece in one week, 5,000 one half week, 10,000 in two weeks' time, depends on style of stitching. Production starts with design finalised or approved by customer. Once production has starts ready garments has to be packed according to customer's requirement. (*CMT-1/P2/M-32/Gujarathi/Unit)*

After the approval of the sample CMT-1 talk with the customer about the garment type and quantity. PM practise of the CMT-1 start with deciding on time, quality and date of the delivery of readymade garments. Projects of the CMT-1customers depends on their needs; as few customers want them to cut and sew whereas few prefer giving as the trimmed or cut material only to be sew the garment. CMT-1 will ask their

customers about the delivery of the material while taking the order. Completion of the project depends upon quantity and style (design) of the project; 2000, 5000 or 10,000 pieces required by the customer. Production start's with the sample approval of the design required by the customer; as the garments are stitched and are made ready for packing according to the customers' requirements.

4.8.3 Problems of CMT-1 projects

After the project and PM process of CMT-1, he commented on his project problems in his quote below.

> *Management is the hardest part in completing our fashion projects. Toughest job is of person supervising the project as measurement specifications requirement; size should not be mixed with each other. Customer or store can reject the supplied good giving reasons like not according to our specifications commenting on measurements of stitching requirements or style of the material'. So, supervising people has hardest job or face problem in completing a fashion project.* (*CMT-1/P2/M-32/Gujarathi/Unit)*

It is indicated by the CMT-1 above quotes management is the hardest part in their projects. Supervisors are the highest responsibilities in their projects; as they have to check the workers if they not mixing the sizes of the garments while stitching. Projects can get rejected by customers through reasons of garments not according to the requirements of measurements or design. The entire problem in completing project in CMT-1 projects is the responsibility of supervising people which is also hard job in CMT-1 projects.

4.8.4 Unsuccessful projects of CMT-1

The director of CMT-1 demonstrated what are called as unsuccessful projects of the CMT-1 in his quote here.

> *It happens because of customer's mistake; 99% there is no chance of management making any mistake, it has never happened so far. We start getting order for December now [1st Oct] it takes four weeks for deciding the price and developing samples for the customers. Once order is confirmed and sample finalised then the fabric is ordered. If the fabric is to be imported that takes three weeks and local fabric is delivered in two weeks' time. Fabric is also checked in colour, design dye etc., and even if it is wrong in shades or dye then fabric has to be returned for changes according to customers' requirement. By this time, routine production time is delayed, end of the day completing project on time pressure is on us. All fabric suppliers, printers, cutters, dyers etc have their own monopoly in business but manufacturing does not have any monopoly so it's always pressure on us for completing the projects. We can't bargain more as we going to get money from customers only.* (*CMT-1/P1/M-30/Gujarathi/Unit)*

Projects (orders) needed in December by customers are taken by first of October; as four weeks are taken in deciding the price and sample development. Once the sample is finalised according to the requirements of the customers, fabric is ordered as imported fabric will take three week and local will take two weeks to get delivered to CMT-1. Fabric also has to be inspected for its colour, design, dye and more; as even if the shade or dye is wrong it has to be changed as per the customer's requirements. But if any changes are to be made in the fabric or dye; normal manufacturing time is delayed and CMT-1 than has the highest pressure of completing the project on time.

CMT-1 asserted of fabric suppliers, dyers, cutters and more in the process has their monopoly, but CMTs have no monopoly which brings all the completion pressure on CMT-1. CMT-1 explains as they have 150 workers working with them and they can't effort to sit without work. CMT-1 has to pay all the expenses for their site plus workers' wages and CMTs are forced to take projects at cheap price for getting continuous work. CMTs can't negotiate at prices as payments for existing project and next projects are going to be based with same customer.

4.8.5 Successful projects of CMT-1

CMT-1 illustrated their successful projects to be as per the director's quote below.

> *It's only management, our management is done in such a way that all work is completed on time; also every person knows their responsibility every well. As we get an order, we also get sample with it. We inform them about price according to style of garments we will charge you for making this garments. If they agree to pay that price for that garments. Then we do cutting and making sample for the garment. Supervisors as soon we get order start making samples for approval of customers. Customer's quality control pass comments on the sample, once approved from quality control process moves smoothly. Packing department gets email specification for packing of those particular garments, flat pack or hanger pack, which bag to be used etc. What labels has to be put, black or red etc. Workers keep on asking supervisors about their duties and keep on working according to their responsibilities (CMT-1/P3/M-60/Guajarati/Unit).*

CMT-1 highlighted on their way of handling their management for completing their projects on time and known responsibilities of the people in the project team as the reasons for successful projects. When CMT-1 gets an order (project) it also includes

sample with the project; so CMT-1 can decide on the price for making the garment. If the customer is happy to pay the price quoted by CMT-1; CMT-1 will start developing the sample for their customers. Supervisors of CMT-1 starts making samples are customer's approval; customer's quality control will pass comments. Once the sample is approved the project moves quickly; packing department will get instructions of the packing required by the customer. Labels required by the customers are also sent with these packing instructions. Further workers keep on asking supervisors for instructions on the stitching specifications of the garment in the project.

4.8.6 Reasons behind successful projects of CMT-1

Furthermore when the director of the CMT-1 was asked for the reasons behind the successful projects, which were explained by his quote below:

> *This totally works on experience, this not a machine work but management handling leads to success in project. It is not automatic machine which will do all items ready then pack it for us. It's all physical management (handling) completes the project. There are too many workers working with us; supervisor has to keep in mind which worker is having which garment size as one garment has to be passed to four different people doing variety of stitching type (lockstitch, hamming, binding, overlocking) for single garment. Single garment goes round and round in four to five hands, as one person has to finish its job before handing garment to another (CMT-1/P2/M-32/Gujarathi/Unit.)*

CMT-1 suggests their reasons for their successful projects are experienced management handling. The supervisors have to manage the workers keep track of which workers are stitching which size and garments should not get mixed when it is passed between four to five different hands for different type of stitching type. A single garment needs to be stitched in different type at various places so that their

stitch does not come out with wear and tear of regular use. Shirt with collar has to be first stitched with lockstitch, later it has to be passed to the person who is over locking the shirt and same way passing in different four to five hands. Supervisors has to keep in mind which workers are stitching what size and next garment has to be passed to which workers has to be in their minds to complete the project successful.

4.9 Case-study Cut make and trim unit 2 (CMT-2)

4.9.1 Context of CMT-2

Table 4.9: Context of Cut Make and Trim unit 2

Case-company name:	Cut make and trim unit (CMT-2)
Location:	Leicestershire
Items:	T-shirts, dresses, maxi, trousers, coats, leggings, skirts, jumpsuit
Areas covered for business:	Customers from all over the UK, Sweden and Norway.
Turnover:	£1.2 million (UK pounds)
Management team in UK:	45 people
Business type:	Partnership
Education of Partners:	CMT-2's owner has secondary education, but has 19 years of experience in the CMT field.
Number of projects in a months' time and timings taken per projects:	Two or three projects are going on at a given time. Timings depend upon the design of the garments and quantity required by the customers.

4.9.2 Projects, PM, PM operations of CMT-2

According to CMT-2 their projects are as per their director's quote here.

Just like a cutting, packing, sewing, a… these three thing are main options for routine work.

Order is like, first we have to make sample for them, first sampling; sampling approved, and then spec. Spec (measurement), design, pattern, then its measurement which is speck. Then cutting, after cutting sewing and packing. We supply, or sometimes it's their transport, sometime we have got to arrange. Only have to manage manufacturing that's all (*CMT-2/P1/M-38/Gujarathi/Unit).*

Projects are described to be cutting, sewing and packing the garment required by the customer of CMT-2. Order (project) process starts with developing the sample, sample is approved with the specific speck (measurements) design and pattern required by the customer as described by the CMT-2 director. Once the sample is approved the fabric is cut according to the spec, stitching and packing the ready garment. CMT-2 has to arrange for the transportation of the ready garment sometime; mostly the customers send their transport to collect the ready garment and CMT-2 has to manage the manufacturing of the garments.

4.9.3 Problems of CMT-2 projects

CMT-2 has two main problems in their projects which are suggested by their director in his quote here.

Problems sometimes fabric, aa.., money–wise, financial, mainly these two problems. Just like a, some of the garments dress we have done it's costing £6; some it comes up to £6.50. When we do our production, so if the workers take time, some more time, so that happens. Ya, if the time is extended. Ya, in stitching; No, it is complicated garment... Ya, design is complicated so it takes time for making, make-up. We do, we do but we

take it fast and hard, we take the garment easily, but when it goes into production some fabric depending on fabric. So if the fabric is complicated in making we take time actually, as we need quality, so we don't bother about time so. We making good garments so we don't bother about timing, so that's why it happens sometime, ya, we have over finance, as our overheads increases. (CMT-2/P1/M-38/Gujarathi/Unit)

CMT-2 found wrong costing done for the garment and blocked finance due to the delayed payments on completed projects are two main problems coming in their projects. Wrong costing is explained as 6 pounds for a garment; but while stitching the garment the cost to 50 pence more that exceed 50 pence is loss for CMT-2. Wrong costing happens due to workers take more time to stitch the garment due to complex designs. When CMT-2 has taken the order they have estimated time according to the style or design of the garment but when it comes to stitching workers requires more time to stitch the garment according to the design requirements of customer. CMT-2 also emphasised on giving good quality garments to their customers; so they don't make their workers to hurry their work with chances of spoiling their garment quality. When the garments take more time CMT-2 has its overheads increases and due to increase in their overheads CMT-2 has over finance in their projects which are loss for them.

4.9.4 Unsuccessful projects of CMT-2

CMT-2 has highlighted their unsuccessful projects to be as per the quote here.

Ya, goods get rejected. Fabric sometimes they are because of spec, sometimes we got wrong fabric so the length wanted by them. Sometimes fabric, actually, that's all a mystery, we can't predict what will happen with fabric, sometimes it get pulled, sometimes it shrinks. Sometimes we make sample, they say ok but when we make it, press it and send it, speck

(measurements) are different, then we get the goods back, that's possible. So, then we have to open. Ya, so we have to open the packing, repair it and send it back. Ya, it becomes costly. Ya, it all comes on us, goods are wasted, many boxes are there lying in the store. No, no one buys that stock; we actually give it to charity. Ya, because we can't sell it. Then we give the order by compromising, lose to, lose we give it to them. They can do anything with that stock they can sell it to retail. He might remove the stock in sale or whatever we don't bother about it, but we do £4 garment, worth it, we sell it for £2 something like that. That happens (CMT-2/P1/M-38/Gujarathi/Unit)

Unsuccessful projects of the CMT-2 are when their projects (order) of the ready garments are rejected by the customer; that is due to wrong spec (measurements) or due to the use of wrong fabric in ready garments. Project are all mystery what will happen next in the project process is not known to CMT-2; fabric may shrink or get pulled while stitching are all problems in CMT-2 projects. CMT-2 also have projects where they have developed sample it is approved, but for final order CMT-2 stitches, press and pack the garments which are send back due to wrong spec in the project. Few projects are corrected by opening the packing's repairing or altering the garments and sending it back to customers but the projects are over budget. If the garments are rejected they are wasted, as the rejected stock can't be sold and has to be given to charity. Customer has their rules applied on CMT-2 of not selling their rejected garments to anyone else. CMT-2 also gives the garments to the customers at comprised price to get rid of the garments and get whatever is given by the customer. CMT-2 might get half the price behind these projects of rejected goods which has to be taken by CMT.

4.9.5 Successful projects of CMT-2

CMT-2 describes its successful projects to be as repeat orders as there are proved to profitable by the quote of the director of the company.

> *Repeat orders are profitable.*

4.9.6 Reasons behind successful projects of CMT-2

CMT-2 indicated following reasons for the successful projects given by the quote of the company director.

> *Management: that is done by me and one manger. Many of workers have twenty, twenty years' experience, many of them I am guessing actually some of them are having fifteen, ten, five, three, two, depends. Ya, we have they do all, ya, they are whole skilled. Mostly because of our own experience, as the workers is going to work whatever is given to them, like leggings or tops or whatever. But our timings which we decide like cutting timing, management, fabric order, other things, has to be done by us; workers don't do that. So, if we don't advanced in that our order is going to get, our order delayed which spoils our work. Plus we have to do monitoring on the workers to see that the workers are stitching goodly or good in quality. So, when workers are making we are monitoring properly then we get success. Means the workers are going to do the work whoever it may be so. That's why, that's why I told you that, if we don't be on top of the workers, looking or monitoring them properly then there are chances of workers spoiling the garments means (CMT-2/P1/M-38/Gujarathi/Unit).*

Success in the projects is achieved by the way management is done in the projects of CMT-2. Also the CMT-2 has their workers with two, three, four, five and twenty years

of experience who has all skills in stitching. CMT-2 explains the main reasons for the successful projects are the way they are managed by their own experience, as the workers are going to follow the instructions given by management. Workers are going to stitch the garments as per the specifications provided by management for tops or leggings etc. After taking the project CMT-2 decide on its timing for ordering the fabric and trimmings which is crucial in completing the projects on time. If the timings of ordering the fabric and trimmings are delayed whole projects will get delayed disturbing other project work. A successful project also needs monitoring the workers for good quality and spec requirements of the customers. Management need to be on top of the workers to monitoring garment quality and workers are doing the right stitching required by the customers.

5.0 Summary

The chapter gives an introduction to the industry with four case studies of jewellery wholesalers, giving the company profiles and background information, their major operations, daily routine procedures, projects and, PM approach (techniques) used by the case companies for their project operations.

The case companies have been analysed to identify project problems and unsuccessful projects, as it is very important to avoid those mistakes and take precautions to avoid project rejections. Understanding problems and unsuccessful projects in the cases will make the picture clear about which PM approaches (techniques) can be used to avoid project rejections.

Project problems, unsuccessful projects, successful projects and reasons behind them have helped the researcher identify the project requirements of these case companies. The features of successful projects help understand the reasons behind the successful projects of the companies.

Project requirements found from each case provides the list of dynamic capabilities (DCs) that are observed by these FI SMEs. DCs found from the analysis of the cases are presented in the analysis of chapter six.

The purpose of this chapter was to achieve the first objective of the thesis. The objective was to identify and analyse PM capabilities used in the UK FI. Exploring how FI cases define projects, PM, operations, problems, unsuccessful and successful projects and the reasons behind them.

In order to achieve this objective, a multiple-case study was conducted in eight UK FI SMEs. Chapter four covered the jewellery industry which includes three wholesalers: Designer Brand (DB), Wholesaler-1 (W-1) and Wholesaler-2 (W-2), and a retailer (RT). Further this chapter covered jewellery designer (JD) one participate, clothing designer (CD), and two cut make and trim units (CMT-1 and CMT-2). The researcher obtained information through semi-structured interviews, observations and document analysis. The case company participants for interviews were conducted with key informants from each case, the number of participants depending upon access.

The next chapter is concerned with the achievement of the second and third objectives, which are to identify how these capabilities have been developed over time in the FI and to identify the drivers and barriers in developing PM capabilities in the UK FI.

CHAPTER FIVE: DATA ANALYSIS AND PRESENTATION

5.1 Introduction

The aim of this chapter is to identify how dynamic capabilities (DC) are developed over time in the fashion industry (FI). To achieve this aim, it is necessary to explore which DCs are useful in UK FI SMEs, specific to the cases studied. Initial data analysis found many DC codes on the primary project operations of the case SMEs. Analysis also found FI SMEs had to make constant changes to survive the competition in their industry, which indicated how DC is developed over time in the case SMEs. Analysis then found how cases sensed new opportunities, for higher growth in their trade.

Each industry employs DCs according to their matching daily project operations, further to get new business and to be competitive for its market positioning, which is the second category identified as sensing new opportunities. Manufacturing is a vital element for the cut make and trim units in the UK FI SMEs, and this was identified as the third category from this research. The fourth and final category found is jewellery industry capabilities, which is crucial for the jewellery industry and jewellery designer as this industry provides services to their customers.

Further, after analysing these themes found from the data; they were organised according to their practice in the UK FI SME cases. Sub-themes were placed in the final four main DC categories found according to their industries. The final list of categories was organised as per the hierarchical employment of the category within the three industries (jewellery, designer and cut make and trim units). Cases in the

same industries are presented and discussed together due to the operational similarities in their projects.

5.1.1 Structure and roadmap of the chapter

The previous case study chapter, four gave the background of the case companies' context, project operations or process activities, problems of unsuccessful projects and reasons for successful projects in the case companies. Case study chapter four presented the jewellery industry, designer and cut make and trim units; similarly, this chapter follows the same order. Similarities in project operational or process activities were found from the previous case-study chapters with the cases in similar industries; hence, the cases are divided here the same way. Table 5.1 highlights the eight case companies divided into three industries, which are jewellery industry (JD), designer (DI) and cut make and trim units (CMT).

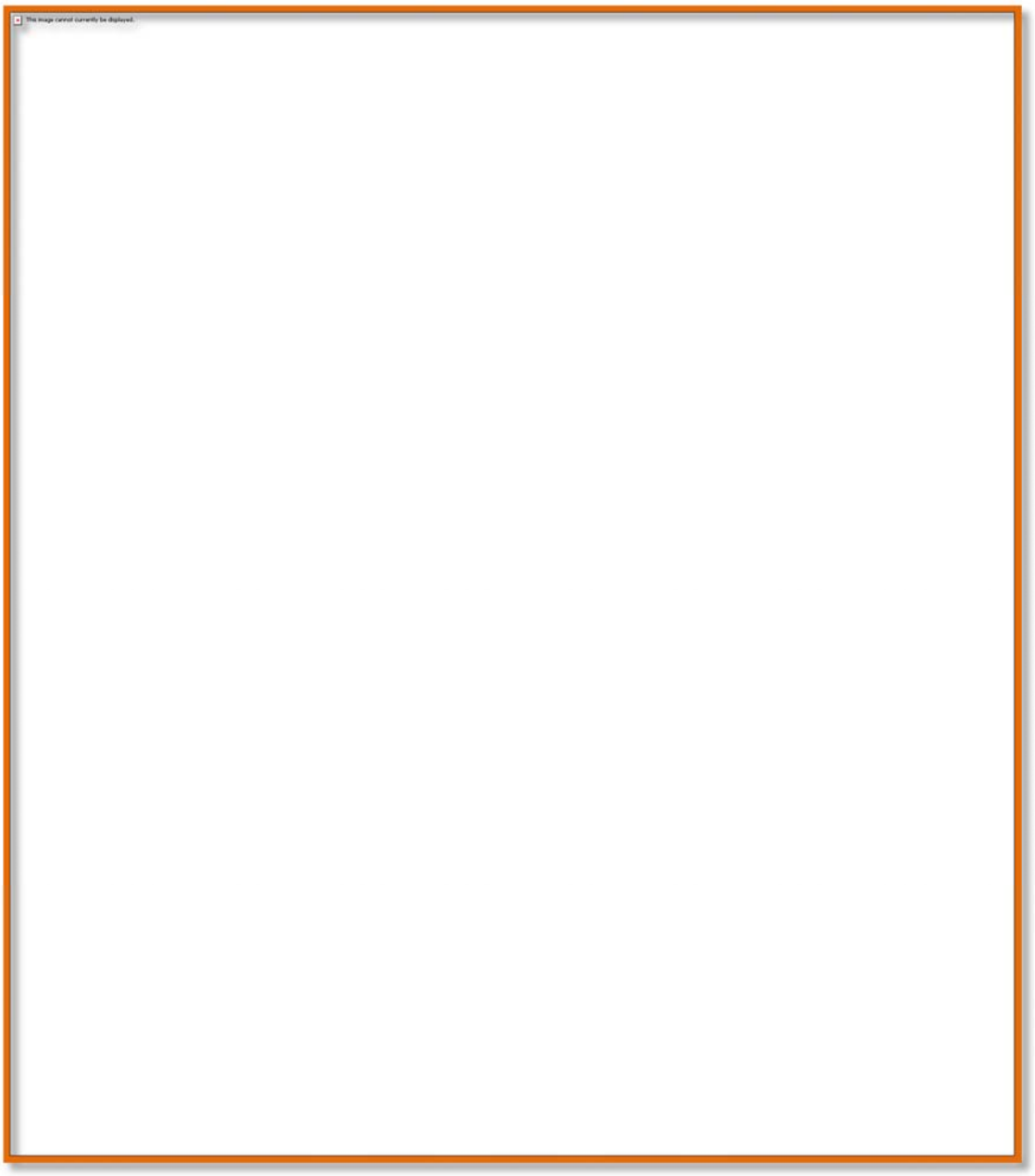
Table 5.1: Case division as per their industries

Designer Brand (DB) Wholersaler-1 (W-1) Wholersaler-2 (W-2) Retailer (RT)	Jewellery Industry (JI)
Jewellery designer (JD) Clothing Designer (CD)	Designer industry (DI)
CMT-1 CMT-2	Cut make and trim units (CMTs)

After the case division, analysis made clear that management capabilities are PM life-cycle stages and few knowledge areas are practised as routine functions for completing daily projects of the cases. PM life-cycle stages of initiation, planning, execution, monitoring–controlling and closing of the project – with their operational

activities explanations of each industry at each stage – are presented in table 5.2. The jewellery and clothing designers operations are explained separately as they have differences in their lifecycle activities. The table also presents the PM knowledge area used at each stage of each industry. The table presents each industry and their project operations related to that particular stage.

Table 5.2: PM Lifecycle stages PM knowledge areas used in all industries



PM stages, operational process and knowledge areas discussed and indicated the use of PM Lifecycle stages with the cases. After understanding the sub-themes or patterns (sub-categories) coming from the data, they were put into four main categories, which

are discussed in detail according to the practice in each industry (JI, DI and CMTs). While each sub-category plays a major role in the success of projects, others play small but meritable role in managing their projects. Table 5.3 presents the sub-categories, final categories and three industries found from the data analysis. The four main categories are PM or management capabilities, sensing new opportunities, manufacturing capabilities and jewellery industry capabilities. The management capabilities have six sub-categories of activity, namely, communications, ethics, monitoring and controlling, settlement of payments, planning and information systems. Sensing new opportunities has five sub-categories of activities, marketing strategies, manufacturing strategies, designing strategies, product range strategies and learning strategies. Manufacturing capabilities has two sub-categories, namely, routine manufacturing capabilities and expansion manufacturing strategies. The final jewellery industry capabilities are found to be supporting the UK JI industry; it has two sub-categories of activity, namely, outsourcing strategies and trust and relations strategies.

Table 5.3: Sub-categories of activities exercised by the three industries

No	Sub Categories or Themes	Categories	JI	DI	CMTs
1	Communications	Management capabilities			
2	Ethics				
3	Monitoring & controlling				
4	Settlement of payments				
5	Planning				
6	Information-systems				
1	Marketing strategies	Sensing New Opportunities			
2	Manufacturing strategies				
3	Designing strategies				
4	Product range strategies				
5	Learning strategies				
1	Routine manufacturing strategies	Manufacturing capabilities			
2	Expansion manufacturing strategies				
1	Outsourcing strategies in UK jewellery SMEs	Jewellery Industry capabilities		X	X
2	Trust and relation strategies			X	X

The X in the table 5.3 represents not applicable to the industry.

The four categories are discussed according to the sequence presented in table 5.3; so the next section discusses management or PM capabilities with first subcategory as communications in the UK FI SMEs.

5.2.1 Communications in UK FI SME cases

Most communications are done through emails, WhatsApp and Viber technologies within all the industries. Communications is one of the most important elements in the cases; projects are sent and received through various means of communications. Project initiation occurs with sample approval, which is done through simple means of communications such as emails, phone calls, mobile text messages, Skype, video conferences, smart phone applications WhatsApp and Viber. The cases required simple technologies rather than technologies used by large, professional FI enterprises. Case projects need photos and design specifications in order to understand exact design specifications or manufacturing requirements of the customers. A successful project depends upon manufacturing and designing the products according to the customer requirements or specifications, which depends solely on the clarity of communication used to send the information. Communication necessarily should be easily understandable to complete the project process without any difficulty, or the project may not meet the expectations of the customer. Communication technology also provides tracking of the status of the projects, records for the sent projects, and also helps the case in monitoring and controlling outsourced projects through phone calls, mobile calls, Skype and video conferencing.

It appears as the promoted use of the smart phone, WhatsApp and Viber have brought a revolution in FI for exchange of designs and ordering specifications. Emails, Skype, video conferencing, phones and mobile phones are time-consuming when designs have to be sent quickly to show the designs for sample approval or sales. Using smart

phones is vital to take photos of the designs anywhere on the work premises and while travelling or moving elsewhere. The fashion industries require searching and introducing new designs all the time; which are easily made possible by capturing pictures and designs through mobile applications such as WhatsApp and Viber in the UK FI SMEs. WhatsApp and Viber has limitations of owners are not having smart phones and lack of knowledge of using these apps.

5.2.1.1. Communications in jewellery industries (JI)

DB, W-1 and W-2 need to communicate at the initiation of their projects to send designs and receive the required specification of the customers (retailers). JI makes use of extensive communication techniques as their projects are outsourced from other countries, like India and in the Far East. Communications means such as using texts, mobile photographs, WhatsApp and phone calls, video conferencing and Skype are used to communicate in the JI projects. Skype is used to explain or show the designs which are not in the design catalogues or have to be tailor-made for JI customers. The orders are received through the means of communications by JI and JI needs to clarify the design specifications with their customers as it is crucial in order to make the project (order) successful. Further, the given projects have to be communicated to the outsourced manufacturers in the JI projects; this is only possible with design and specification clarity in the means of the communications. Any mistakes made in the communications or missing specifications will result in the JI project being rejected. This is also vital with outsourced manufacturing teams in India and the Far East, as these projects will not clarify the mistakes at a later stage; except in the projects of Designer Brand projects. Communications are the main source of selling the jewellery items in JI, as the JI wholesalers are travelling for selling their items and customers are calling them to ask about the products and status of their pending projects. If customers are not responded too quickly, JI loses their business. JI employs Skype to buy stock from their outsourced manufacturers and suppliers. JI cases such as DB, W-

2 and RT maintain emails and WhatsApp history to track their send and received orders as their records. Whereas W-1 projects are taken through the writing specifications and drawing, the designs on the pieces of papers and RT projects are taken on envelopes in writing for all the specifications, while tracking W-1 and RT projects is done through phone calls.

DB uses WhatsApp to receive design photos rather than long, written specifications or descriptions of designs. Emphasis is added on highlighted and bold text all the quotes of participants.

> *But the thing is important is now is obviously Mum said fax but now emails is more efficient. Business won't exist it would be difficult to take orders without email, now obviously you have got WhatsApp and text picture texting so it help if someone is describing the product they just need to send a picture. (DB/P4/M-32/English/Residence)*

DB in the past had been using fax, but now emails are more efficient; it is suggested that, it would be impossible to take orders without email. DB now uses WhatsApp, being more quick and efficient, which shows pictures of the required product, saving time in describing the product. Making use of WhatsApp has helped JI in saving time and money as they do not have to visit the manufacturer physically. WhatsApp has also helped in providing an aid in explaining the design specification to its manufacturers in India. JI now sends and receives most of their designs by WhatsApp and Viber. Employing WhatsApp and Viber for project communications makes JI projects easy, sending the designs and specifications to their customers. JI maintained it to be a business requirement to show sample designs to customers and ask about availability of designs in stock or manufacturing the jewellery design required.

Communications is an essential feature for RT to contact all the wholesalers, as all the orders are given through different channels of communication. Mostly, emails are

preferred by the jewellery wholesalers with design photographs attached and all specifications written in them. However, RT call branded jewellery wholesalers to order by giving exact codes, metals and other specifications. Other details can be found in section 4.5.2.

5.2.1.2. Communications in the designer industry (DI)

DI also uses emails, phone calls, messages, Skype, video conferencing and many other sources for communicating with clients. DI projects initiate with sending the designs to their customers for approval; once it is approved it is sent to the outsourced manufacturing units in the UK. JD also uses advanced automated software for managing all virtual meetings with his clients. JD develops the designs on CAD files and sends the files through drop box to his manufacturing units in London, where all further manufacturing is done. Using WhatsApp and Viber is also commonly found in JD's projects for exchanging designs and checking the status of jewellery pieces with the workshop team.

CD uses WhatsApp for its project communications, as it is quick and easy for CD to send its developed designs. Further details can be found in section 5.3.2.; also quotes below support the use of WhatsApp as the major source of communications.

> *Well, it is very important because it saves your time, and it is so important that WhatsApp have replaced email because emails still take the time. WhatsApp you get straight away on mobile wherever you are, you get a picture. If you like, you say yes, and then all the development starts. Or say no you get the replacement (CD/M-30/English/office).*

After explaining the use of communication in DI, further now it is discuss in the CMTs context.

5.2.1.2. Communications in cut make and trim units (CMTs)

Communications are the most important and essential capabilities of CMTs, for getting orders (projects). All orders are confirmed through email, also CMTs' clients comment on samples they are sent by email with all the detailed specifications. Each store has its own measurements for size 8, 10, 12; so, this spec (measurement specification) has to be strictly followed in all orders (projects). Maternity clothing has also some special requirements in stitching and size, which has to be properly informed via communications or CMTs will have their projects rejected for incorrect specs. Comments on the garment specs have to be adjusted while developing the sample, as shown in the quote here.

> *All on email all confirmations are got by emails. We got customers in London they also send comments on samples by emails. This samples was having this problems don't do this don't do that. (CMT-1/P2/M-32/Gujarathi/Unit)*

CMTs need their cloth to be stitched according to the unique measurement specification of each store. This requires developing the sample and sending it to customers; if there are any faults in the cloth sample then the comments or remarks are sent by email. It is essential to comment on a sample before the final mass production. CMT-1 uses WhatsApp to exchange its designs with stores to get the designs approved by them. The next section discusses ethics used in the case companies.

5.2.2 Ethics in UK FI SME cases

Compliance with ethical standards and practices of the governing body of the clothing and jewellery industry must be followed when conducting the project operations of the UK FI SME cases. Respecting and recognising intellectual property owned or developed by others; being truthful and accurate in all activities related to research and work. Adherence to the procedures and policies of the Project Management Institute

(PMI) is also necessary, if employing any activities associated with PMI certifications (Nokes and Kelly, 2007). Laws or ethical guidelines or rules and regulations are used interchangeably by the cases, but their meaning is to follow the legal or ethical requirements for their trading. FI SMEs need some legal approvals from the governing body for their projects to be accepted or to have legal status for practising project operations. The clothing industry has audits done by store groups to check all CMTs' working conditions are correct and no illegal practices are occurring in the units. Only after the stores audit a CMT unit is approved to get orders from that particular store which made the audit; other stores approve a CMT for orders on the basis of the audits done by the previous store. Also, jewellery items need a hallmark to indicate carats of the jewellery piece; designs are protected by copyrights to ensure no one else can legally copy these designs. Diamonds also need to be purchased from the recognised governing body; also, providing diamond certification needs certification issued by professional authorities known all around the world.

5.2.2.1. Ethics in the jewellery industries (JI)

Ethics are followed in the jewellery business, indeed manufacturing was stopped by W-1 due to strict ethics required in the UK. Quotes of W-1 indicate of following ethics in their business.

> *A... there was more demand, there were less goods coming from Far East because there were too many barriers for bring ready-made jewellery, now it's easier people have found out what the rules and regulations are, how to bring it in.(W-1/M-50/English/Office)*

Ethical guidelines or rules and regulations to be followed for manufacturing are very tight; as a result W-1 started to search for options to outsource the manufacturing to countries in the Far East. Even outsourcing to the Far East was difficult, but later wholesalers became familiar with these ethical guidelines (rules and regulations).

Further, after knowing the rules to import the jewellery, W-1 started outsourcing from the Far East, to save its manufacturing cost in the UK. W-2 also follows all ethical guidelines while importing gold to the UK. RT hallmarks all their items to be sold to customers, as it is a guarantee of carats of gold or metal sold by the shop. Wholesalers do not hallmark the items sold to retailers; but retailers have to hallmark the jewellery items before selling it to final consumers. As this section has discussed ethics in JI, the next section discusses ethics in the DI context

5.2.2.2. Ethics in the designer industry (DI)

Ethics are followed by JD as indicated in the quotes below. Diamonds and jewellery must be approved and stamped by the trade-related authorities in order to get legal status for JD, through certificates and stamps provided to customers. Moreover, JD copyrights his designs to prevent others from copying them. JD is also certified, which approves him to be a provider of diamond-grading certificates. The quotes were by JD highlighting ethics needed in his projects.

> *Diamonds, all my diamonds are certified and diamonds are passed through Kimberly process. Ya, all my jewellery is hallmarked, London assay-marked, also it has my logo embossed on it so that it is authentic. Yes, they know what they are wearing, like platinum, white gold etc.*
>
> *All my designs are copyrighted, so no one can copy my designs, making them more distinctive for customers as well as in the local market*
>
> *I also provide diamond certifications to all my clients after completing the jewellery piece, as I am certified by Gemological Institute of America (GIA) in diamond-grading* (*JD/M-30/English/Office).*

JD provides diamonds which are passed through the Kimberly process; this process is recognised worldwide, approving the diamonds to be genuine and legal. All his

designed jewellery pieces are hallmarked, providing a guarantee of the metal provided in the jewellery piece. JD also provides diamond carat certification for all his designed jewellery pieces as he has GIA certification. All these ethical approvals create more credibility in customers' minds in their purchasing experience with JD.

CD follows many ethical guidelines; being one of the essentials for getting projects, as only after complying with these ethical approvals of projects can proceed further. Fabric used to make the sample must be given with all its composition reports; the test report must be submitted regarding the percentages of polyester, viscose or elastine combined in the fabric. CD must also have a report from the Sedex Members Ethical Trade Audit (SMETA), known as a SMETA report. Also, CD has to pass its approved design through the fitting tests which are called as gold seal, white seal and green seal, according to the various requirements of his customers. As this section has discussed ethics in DI, the next section discusses ethics in the CMT context.

5.2.2.3. Ethics in CMTs

Ethics are mandatory requirements to be followed strictly by CMTs. Audits processes are conducted at CMT-1 to check that there are no illegal practices going on in the CMT unit. The audit is conducted by the stores; they inspect the manufacturing unit site for their own satisfaction regarding health and safety, absence of child labour and proper overtime pay. After successful satisfaction and approval, the business qualifies to be a CMT (cut, make, trim) for further, bigger orders. Once the store audit gives approval, other stores do not have to repeat the audit process. CMTs cannot sell their rejected garments to any other company, as the designs are copyrighted and audited for getting the projects. CMTs have to donate those rejected garments to NGOs or other charitable trusts to maintain their agreed ethics for the rejected projects of the companies. CMTs can sell these rejected garments in rare cases, if the customer allows selling the garments after removing all store and wash care labels. The next section

moves on to the next PM capabilities sub-theme of monitoring and controlling in UK FI SMEs.

5.2.3 Monitoring and Controlling in UK FI SME cases

Monitoring and controlling is the third stage in the projects of the UK FI SMEs; although there are different practices of monitoring and controlling the projects in all three industries. Monitoring and controlling is required to monitor risk of delays or quality issues which can cause project rejection in UK FI SMEs (Aquil, 2013; Marcelino-Sádaba et al., 2014), and also to track project status in production or when outsourcing products or services. Each industry employs their own ways of monitoring and controlling with practical and technological support based on whether projects are manufactured in the UK or projects are outsourced to other countries.

5.2.3.1. Monitoring and controlling in the jewellery industries (JI)

Monitoring and controlling in JI is done during manufacturing or for the stock and delivery. With DB, monitoring and controlling of projects is done by phone, tracking the orders or projects with the manufacturers and asking about the status of the projects. Monitoring and controlling of W-1's projects is done through Skype and phone calls to check the status of projects and stock level. Monitoring and controlling of W-2's project progress is done by actually going to the Indian manufacturers; but recently, due to the introduction of new technology and use of WhatsApp, time is saved compared to physically visiting the supplier for monitoring and controlling. Also, the ordered stock is tracked to find out if all required items are included before a parcel is dispatched from the Indian suppliers; if any item is missing, it would only be available to W-2 in the next parcel, which takes seven to eight weeks. RT monitor their projects by calling and tracking, controlling the projects by finding some alternative jewellery item required for wearing at engagement or wedding if they are

going to be delayed for any reasons. After discussing the monitoring and controlling in JI, the next section discusses the same in the DI.

5.2.3.2. Monitoring and controlling in the designer industry (DI)

Monitoring and controlling of JD's projects is personally done by the company's director in order to complete projects on time. Sometimes, it is also imperative to force the highly-skilled craftsmen to finish their work in the restricted time scale. This is evident from the quotes of one of jewellery designers. The quotes were by JD presenting his way of monitoring and controlling.

> *Management of each project has to be done by me as workshop people are less bothered about completing the job on time; in fact it is commented by some of the workshop staff. I have to stand on them to complete some of the urgent orders. Workshop people even feel I am a hassle for them when I make visit to workshop which is three or four times a week.*

> *No, I limit how many pieces I make in a year. So I control how many my pieces are there in market. Over the years if you are controlling your pieces you can make, one thing happens that price going up, value of that pieces start going up year after year.* (*JD/M-30/English/Office)*

To survive high competition, JD has to deliver his projects (jewellery pieces) as promised to his clients. Hence, tight monitoring and controlling is highly essential. Any delay in completing projects on time will have the consequence of losing further customers and also damage the company's market reputation. JD also monitors and controls his designed jewellery pieces, to increase their value with time.

In the case of CD, monitoring and controlling of the projects is done by the CMTs, as CD only concentrates on getting orders and sample development. CD has to monitor

availability of fabric and accessories on time to control his projects discussed in section 5.3.3. After discussing the monitoring and controlling in DI, the next section discusses the same in CMTs.

5.2.3.2. Monitoring and controlling in CMTs

CMT-1 has physical monitoring and controlling when the projects are in progress; workers have to be monitored, as one size is circulated through many different workers' hands, to check properly all labels are fixed according to the actual size of the garment. Further details can be found in section 5.4.3; the quote below support monitoring and controlling by CMT-1 director.

> *Different size has to be completed at same time; if two different sizes are been stitched at same time then work passed to next worker should be informed. Supervisors are monitoring all these things, worker sometime are so involved in their work they don't recognise their own mistakes or make out what is going wrong. (CMT-1/P2/M-32/Gujarathi/Unit)*

CMT-1 has supervisors monitoring its workers to avoid any wrong or mixed sizes while stitching. As one garment needs five different types of stitching (attaching wash care labels, over locking, hamming, blind stitching and lock stitch), each stitching is done by different machines and different workers. CMT-1 supervisors have to pass the garment from one worker to another and all different sizes of garments are stitched at the same time. The supervisor has to be alert and monitor the workers all the time, to avoid any mixing of sizes and re-work.

CMT-2 has to monitor and control their projects for successful completion with all required specifications from their customers. After discussing monitoring and controlling with the UK FI SMEs in this section, the next section discusses settlements of payments.

5.2.4 Settlements of payments in UK FI SME cases

Settlement of payments is also called as closing of the projects in the UK FI SMEs. All the cases have different modes of making payments for the completed projects and how soon or delayed payment affects further projects. Settlements of payment for the projects are the last process identified in the FI, after which the projects are officially closed. Payments in JI are also made by exchanging gold as barter system.

5.2.4.1 Settlements of payments in the jewellery industries (JI)

Settlement of payments in DB's projects is done by paying on the day; DB makes a visit to the retailer or on the day of sale. DB sends parcels to the retailers as soon as the parcel of new jewellery designs arrives from the brand manufacturing based in India. So, for the jewellery items which are sent by parcel, price is decided as per the price of gold on the day the parcel is sent to the retailers.

Settlement of payments also makes a big impact in JI business, as the following projects (orders) are based on the previous project payments. Gold is an expensive item and wholesalers have to sell their jewellery items to retailers for a maximum period of 30 days credit. Hence, JI has to wait at least for a month for his payment or before ordering new stock from manufacturers. JI also accepts gold as a mode of exchange against new jewellery items and labour for the jewellery is paid by cash or cheque after the due time. The quotes were by W-1 supporting settlement of payments in his projects.

> *You might have best products; if your company cannot be paid on time you cannot speculate and get new orders. Yes, because each customer I am dealing with from many years, so I can have two different prices, you have to juggle the customer. One person I will say £5 I will do this for you, for other person I will say £6 I will do this for you. Many factors affect it, the quantity I have to know when he is going to pay me; I can't*

directly ask him when he is going to pay me. That governs the price if someone is going to pay me on the spot I have separate price. If someone wants 30 days account, which I don't like now; they have good price as well, haa....(W-1/M-50/English/Office)

Late payments delay new JI projects as the finance is blocked and no new stock purchase can be made due to this blocked finance. Payments in the jewellery industry are made after a month and some retailers even delay the payments for more than a month. Wholesalers also decide their jewellery price according to the number of days taken by retailers to make their payment, as per the quote of the above retailer, who will take 30 days to make payments will have a higher price for jewellery items. Settlement of payments JI are mostly made by exchanging gold; gold is then sold when new stock is required. This quote is evidence of settlement of payments in W-2's projects; the quotes were by W-2, indicating settlements of payments in his projects.

No, because the problem lies with the customers, because they don't, not all customers pay on time. So...if I don't have gold to send to India than how I am able to get more goods. No, we manage the gold price by doing contra-entry, and we ask our customers to give gold and then we will collect the certain amount of gold and sell that gold. When we need the parcel we will sell the gold. We will lower our risk, ya, but the...there is an element of some customers that they don't want to give gold. Which is fine we stand the average out the price from what we got from our customers then we decide, but if the prices are high than we will stop and won't book the gold. When the price goes down slowly making close to our average we will book the gold. (*W-2/P1/M-32/English/Office)*

W-2 has to send gold to India whenever a new project (stock of jewellery items) is required for sales. W-2 asks for gold in exchange for new jewellery items; old gold is

collected up to a certain amount which is sold later. JI has to sell the old gold to get new stock, and a few customers do not prefer giving gold in exchange. JI then averages the gold price received from UK customers to buy new stock: if the gold price is high then JI will stop and not book the gold (new stock) from the outsourcing country. As the gold price reduces to the average of the collected gold price from UK customers, JI will book the gold (new stock) form their wholesalers. This also appears to be done in order to save the tax of customers (retailers) and of wholesalers themselves in this gold business.

Settlement of payments is made on the day of sales if the jewellery items are collected on the day with RT projects. For orders placed for manufacturing, new jewellery pieces or bespoke orders are taken after some deposit is paid in advance to RT. Also, old or scrap gold is used as a mode of payment or as a deposit for orders (projects) as nowadays customers prefer giving old gold to buy or make new jewellery. Old gold to be exchanged has 20 per cent deductions from its original weight, as it has to be refined to make new items or melted down, which is further given to wholesalers as a mode of exchange for new jewellery items. If 24-carat bullion bars are given by customers as a mode of exchange then there is no deduction from its weight as it is the purest form of gold. After the discussion of settlement of payments with JI, the next section discusses the same in DI.

5.2.4.2 Settlements of payments in the designer industries (DI)

Settlement of payments for JD's projects are made on the day the jewellery items are delivered to customers by taking cash or card payments and no credit is given to customers. JD generally does not prefer exchanging gold as mode of settlement of his payments. But sometime if the customer wants to use gold as mode of payment, the same applies as for RT: if the customers have got bullion bars there are no deductions

and they get the gold price of the day. If gold to be exchanged is 22-carat gold then there is a 20 per cent deduction in the weight; and 22-carat gold price of the day.

CD's settlement of payments is made as soon as the garments are sent to the required customer or stores. After the discussion of settlement of payments with DI; the next section discusses the same in CMTs.

5.2.4.3 Settlements of payments in CMTs

CMTs have their settlement of payments delayed for a long time, causing problems in taking further new projects. CMT-2 also informed about delay of payments from local stores or groups, in contrast payment of export orders are made in advance or on time, so CMT-2 is happy to take export orders and counts them as more profitable. The quote was by CMT-2 presenting late payments in their projects.

> *A...improve in just like actually now the situation of the market regarding payment, money or financial. Our work will be done earlier, ya. We have given them 6 days, right, but they take 90 days 3, 4, 6 months to make the payment actually. Pay us, what should I tell you: regular payments, their payments are late; most of the companies' payments are late. It depends on them, most of them are lying, and they all do the something. What they tell us that we will negotiate in 60 days or 90 days, something like that, as the days pass after the delivery, they starts excusing by telling that we don't have money, or we have some financial problems etc. We will send you money next week or we will transfer the money next week, this and that.* (*CMT-2/P1/M-38/Gujarathi/Unit)*

CMT-2 gives their customers only six days to make payments for completed projects, but they take even three to six months to make payments. The companies lie and extend the time in making the payments for completed projects (orders). At the time of

giving the order to CMT-2, companies negotiate on payment time for 60 to 90 days, but later, after 60 days, companies start making excuses, giving reasons of lack of money or financial problems. Companies even keep on saying that they will transfer the money next week, giving the reasons for delaying the payments. After discussing the settlement of payments, next section presents' planning in UK FI SMEs.

5.2.5 Planning practised in UK FI SME cases

Planning is essential for FI to fulfil its projects for required seasons and festive seasons for all types of community. Planning helps these SMEs to order the raw materials and stitch the fabrics so that stores can have the ready garments before autumn, winter, spring and summer seasons for the clothing industry. Whereas, the jewellery industry needs planning to manufacture its jewellery in the UK or outsource its jewellery from abroad in order to fulfil its customers' community festive seasons. Advance planning keeps track of community festive seasons and applies them in design or stock-filling according to customer demands. The UK has multicultural communities and FI SMEs need to analyse and plan for these communities' festive seasons, hence advance planning is utilised by FI.

5.2.5.1 Planning practised in the jewellery industries (JI)

Planning is necessary for project completion, the right designs at the right time, for the festive requirements of DB's retailers. DB checks their stock, what they are short in; then which are the more popular items demanded by the customers, calling some of their items their "bread and butter". Advance planning is done at DB for the wedding season by stocking more necklaces, for Diwali with god pendants and for Raksha Bandhan with rakhadi's (Raksha Bhandan Indian festival where the sister ties a wrist-band, rakhadi, to her brother). DB's busiest time is from June to October, so they stock more for this time of the year.

Planning of W-1's projects is done well in advance for the wedding seasons and festive seasons. The quote below informs how W-1 does its planning for all community festivals and according to UK festivals.

> *The main whole back bone of the company is forward planning. So, now like it is Ramadan, you know what designs. Clients are going to be come and what clients are not going to come. You have to plan around Valentine's, Mother's Day, Father's Day, Father's Day is less. Wedding season - May, June, July, and August - is wedding season; so it will have heavy necklace items. (W-1/M-50/English/Office)*

W-1 does its planning for various communities (Hindu, Muslim, Sikh and Gujarathi) and their festivals, so W-1 knows for which season or festival he will have which customers and what designs will be needed by which customers. W-1 has to plan for Valentine's, Mother and Father's days, and wedding seasons which requires heavy necklaces. Advance planning is employed to target particular communities for their upcoming festive seasons in W-1 projects.W-1 has many types of customer, and W-1 has to satisfy the needs of all communities.

Planning is done in W-2 projects, but it does not need to cover many seasons, rather annual cycles to fulfil retailer requirements. Some special items during festive seasons are required to fulfil the festival requirements of customers. W-2 jewellery items are generic and sold all year round. Some of W-2's items are preferred for daily wear, nose pins and earrings and small, wire earrings for children. W-2 does its advance planning all year round to sell all its stock in the peak season. W-2 stocks its jewellery items throughout the year, so that at Diwali time they are out of stock.

Planning in RT's projects is done in advance for festive seasons and wedding seasons, but also the tastes of communities are analysed and stock is ordered accordingly. RT's manager also merchandiser describes stock planning for each and every community

festival and wedding seasons. Also, stock has to be ordered and jewellery items sent for hallmarking so that before the festival or season stock is ready for sale. Special stock needs to be ordered according to community requirements for the festival seasons. Advance planning is done in RT's projects to attract customers and keep up with new designs all the time. RT gets new stock every week to keep up with fast fashion; also designs available from competitors are analysed while purchasing the stock. The quotes indicate how stock is selected by RT.

> *Knowing the demographic tastes and preferences of customers is very important to maintain the mixed customers. People from Pakistan and Bangladesh prefers jewellery with stones and beads, were as Indian people prefer plain gold jewellery. Punjabi people prefer more heavy plain gold jewellery and they buy huge amount of gold for weddings.*

> *Younger generation is more into white gold, platinum, diamonds and designer jewellery and prefers dainty jewellery. We can't have huge stock of latest western designs or in metal like platinum, silver or real diamond as we have few customers asking for these things.* (*RT/P1/F-32/English/Shop)*

After looking at the planning done in JI, the next section presents the planning in the DI context.

5.2.5.2 Planning practiced in the designer industries (DI)

Planning done by JD is created from his experience and over time; planning is done according to the projects coming his way. Some customers want the jewellery item made in three months' time; another customer might want it next week, so the projects are prioritised according to customer needs. JD applies the same method to completing all the loops for short notice projects, so the method needs to be adaptable for different

project time frames. So, the process is the same for all projects of JD, but projects have to be made adaptable according to the customers' required time. Advance planning in JD is done to complete Christmas projects on time; JD has to keep on pushing workshop people to complete the jewellery pieces on time as they do not care. This is also found in section 5.2.3.2; as to how JD has to stand on the project team and get the projects completed. Usually, JD has to alert the workshop team two or three days before the delivery date of a project so the piece is ready the day before the delivery date.

CD has to plan for its projects in advance; planning is done one season ahead. Christmas designing starts by August or at the latest by September, as CD has eight weeks to deliver ready garments by the beginning of December. Christmas designing needs some special features: flashing colourful items of gold, glitter, many stars, many balls, reindeers, and much red. Christmas also sees many white and black colour items sold. CD does its advance planning in designing to be ahead and creative in the market. The quotes were by CD describing planning in his projects.

> *It's all about, you know, you be creative enough to sell your products. Creative and fast because if some idea comes in your mind but before you develop the idea and produce it to the stores, 20 people already did that idea then no point you should be before them. You should be before everybody. Or do something different which nobody is doing. Because if you don't be niche then the people will always want something niche.* (*CD/M-30/English/office)*

After looking at the planning done in DI, the next section presents the planning in the CMT context.

5.2.5.2 Planning practiced in CMTs

CMT-1 does its planning for upcoming seasons and starts designing accordingly to market requirements. CMT-1 has its orders confirmed three months before; later, the sample is developed according to forecasting which design and fabric will work for the upcoming season. Certain designs look good on certain fabrics; in winter there is more demand for leggings, but the fabric should be selected which best protects from the cold. CMT designing seems to work on skills or luck: if the design works well it will have heavy demand or otherwise will fail. CMT-1 employs advance planning in starting their designs and sample development for Christmas and Easter times. CMT-1 plan and designs according to needs of the seasons.

CMT-2 needs to plan for their projects; CMT-2 have to buy the fabric at the time of order approval to ensure the selected fabric to avoid further delays in getting the fabric or the supplier being out of stock for that fabric. Also, CMT-2 orders all the needed trimmings to be used in the garments (threads, labels, bags, garment covers, boxes, tape, zips, ties, tags, buttons, cello tapes, stickers, gown-tape, blink, and many bits and bobs). CMT-2 also has advanced planning for the summer season which is the busiest season for them. Also, designers are informed about the requirements of the European customers to get the designs according to their requirements. After looking at the planning, the next section presents information systems used in UK FI SMEs.

5.2.6 Information systems used in UK FI SME cases

Information systems are used in the FI for storing the information of designs, catalogues of the products which are sold, or designs sold to customers, and are also used as a database for selling or developing future products. Also, wholesalers need to exchange their latest designs to promote sales with new or existing customers; a few wholesalers also have an online database to reach its customers all over the world. UK FI SMEs maintain design and other records which can be referred to in making

decisions for further projects; different ways of storing information and using them in the future is identified in the case companies. The next section presents the information systems used in the JI context.

5.2.6.1 Information systems in the jewellery industries (JI)

DB has its database maintained by the brand; the brand has a strong online product catalogue for all its jewellery items, which enables the customers to shop easily online or search for nearest retailers in the UK. All its jewellery items have a unique code, through which any jewellery item can be ordered from all its retailers and can be seen all over the world. Information system is maintained by DB projects through keeping the old designs which can be referred to in future by saving on desktop, laptops, disks, Drop box and clouds.

Information systems maintained by W-2 are for keeping records and using those stored records in the future. The quotes were by W-2 partner presenting use of basic information system.

> *Ya, I do keep records, I do keep records of previous order which I am giving it to my suppliers. And those records are all in my computer. Ya, we do that, always stock the current design and we will bring it in market after 12 to 13 months after. Design is forgotten so reintroduce.* (*W-2/P1/M-32/English/Office)*

W-2 maintains his designs on his personal computer; previous sold jewellery designs are kept as records. W-2 reintroduces the old designs after a year or so making some changes; this gives his customers a new design all the time.

RT has benefited from maintaining information systems of records and a design database. RT maintains a database of designs in stock, old designs which are sold, and a catalogue for sales if the item is not available in stock. Also, the days sales and

repairs, gold available in the shop, bestselling salespersons, are kept as records. Items are recorded as per its categories of 18-, 22-, 24–carat gold, silver, diamonds, platinum, palladium (rings, chains, necklaces, bars, coins). The database is used to calculate RT's profits, records for the future and designs are used as the catalogue for sales and bespoke orders. IS in RT projects is used to maintain stock, designs, sales, profit margins, best sales person and to check the stock against theft. RT maintains the records of all its valuation certificates made for customers and insurance claims and their valuation certificates made for customers and insurance companies. A database of the designs is maintained for records and as catalogues. The quotes were by one of the partners of RT, indicating the use of information system.

> *Database of photos of old designs is help in reordering same designs even after many years of sales, it is also used as catalogue to show designs to customers.* (*RT/P1/F-24/English/Shop)*

After discussing the information system in JI, the next section discusses same in the DI context.

5.2.6.2 Information systems in the designer industries (DI)

JD maintains an information system in which for each customer he keeps an individual file. JD maintains a record of each customer for all his orders over the past seven years; records are maintained on laptop, desktop, Drop-box and in a cloud system. Maintaining IS in JD projects is done by storing the CAD files of each designed jewellery piece for customers, which can be referred to in future. JD also tracks profit margins, different styles and client profiles to make his future decisions are based on these records. JD also maintains all the paper work provided to the customer after designing jewellery piece in his records; receipts and diamond valuations of the jewellery pieces are kept with the designs.

CD uses an information system to maintain the records of the designs developed and manufactured for past projects and for all customers. CD also keeps the records of all the designs sold in the past.

> *We have our patterns; these patterns are always in our records which will remain with us all the time. So in future, now for next season if you come, this all are different panels, this all line is the stitching lines. So, for example, next year you come as a buyer you say I like the main block but I don't like all this pieces, I just like everything in whole. But even if it is digitalised you need to get it printed and cut to develop the first sample. First sample cannot be developed on computer; it has to be done manually.* (*CD/M-30/English/office)*

CD has to make the patterns for his designed garments which he always keeps in his records. When the buyer comes for new design the next year, the same block of design can be developed, making some changes to the last year's design. Even though the design is saved digitised, it has to be printed and cut to make the first sample as the first sample has to be made manually. CD maintains IS by keeping the records of all his sold designs on his desktop and laptops, records of his projects made in the past to refer to them in future projects. The quote were by CD highlighting requirements of information systems in his projects

> *Ya designs, well you always have pictures of your product whatever we sell we always have a picture. (CD/M-30/English/office)*

CD maintains his record of all sold designs for stores, on his laptop system so that he can use them for next season or next time to develop his designs. After discussing information system used with DI, the next section discusses the same in CMTs.

5.2.6.3 Information systems in CMTs

CMT-1 uses information systems to maintain its old records; CMT-1 files all completed orders (projects). Maintained records need to be referred to by CMT-1 when the same orders are received after a few months. The quotes were by a CMT-1s supervisor showing basic paper information system maintenance.

> *Once we complete an order we do put all in other files so we know this project is completed. Sometimes we get repeat orders after six month then the order only gives us order number to refer design or pattern. We do even maintain invoice or delivery book so we can keep track on old orders if same new order is placed in present.* (*CMT-1/P3/M-60/Gujarathi/Unit)*

CMT-1 has files of all its old orders so when repeat orders are given, files can be referred to by order number for the design or pattern. Invoice and delivery books are maintained to check if any new orders are placed by same customers. CMT-1 maintains IS through printing and filing emails confirming orders and using them for future records. The designer team also works to find out about which area has which type of people and which type of designs will be required by these people, which are also used in the future for designing. After discussing information systems, the next section summarises and discusses overall PM capabilities found in the UK FI SMEs with theory.

5.2.7 Theme summary

Management capabilities identified with the UK FI SME cases are basic project knowledge areas and project processes used according to their project operations. Studies done so far in the area of PM and SMEs (Turner et al., 2012, Turner et al., 2010) had not aimed to study the needs of FI and their process and requirements, so these studies focus on helping general SMEs. Normally, a SME is people-focused, so

it needs PM according to its size, culture and environment (Turner et al., 2012). The most recent case study done with PM in SMEs (Aquil, 2013) also concluded that the PM required by SMEs should be appropriate to the management procedures and customer requirements. Micro SMEs require little PM to complete their projects but the UK FI SME cases require an even simpler version of PM, as they have been using no PM techniques for their projects.

The first research done by Jugdev (2004) proved PM is a strategic tool; later, this was continued by Mathur et al. (2007), and the PhD research by Killen et al, 2008 highlighted it. Further, it continued with Killen et al, (2012) who progressed working on RBV and PM with application of DC to justify PM as DC. Eisenhardt and Martin (2000) defined DC to be strategic routines of the firm and Zollo and Winter (2002) defined it as a stable and learned pattern of collective activities which generates the operating routine as DC.

In general, cases in UK FI SME send and receive orders (projects) through some means of communications; also communications are used to send and approve samples, to buy and sell jewellery items, to track projects, keep records of orders and sales, and manage clients. It is clear from researcher's analysis that communications are most vital in handling the projects as the approval and rejection of the project (order) depends upon correct communications. CMTs need detailed spec (measurement specifications) in the clothing industry while JI need design photos, codes, metal and other bespoke instructions in the jewellery industry. Cloth designers send their new developed designs. Cases in UK FI SME make use of WhatsApp and Viber applications which has helped them process their projects quickly and efficiently. It is evidenced by the cases of saving time and money by using these applications. FI needs to write about or explain the design specification clearly, as project approval or rejection is based on the product requirements of customers. UK FI SME cases have demonstrated they do not need technologies which are used by the

larger FI enterprises but require simple and efficient technologies for their projects. The cases have adopted WhatsApp and Viber to exchange their designs; these apps are most commonly used and are most user-friendly. Nokes and Kelly (2007) stated a systematic approach to project communications management is required for successful project completions and badly communicated projects will fail. The authors also present four project communication management processes, namely, communications planning, information distribution, performance reporting and managing stakeholders. FI does not require these complex procedures to be followed for their communications; but they do require communications technologies which are employed by the UK FI SME cases. Cases in UK FI SMEs only need communications for sending design specifications or spec and reporting is done through phone calls, hence no information distribution, performance reporting or managing stakeholders are needed. As stated by Harrin, (2007), project communications are essential when there are changes on a regular basis, but the JI has to be specific on first and final designs whereas CMTs get changes from stores or middlemen until the final designs and spec are approved for mass garment productions. Making use of media and emails and using them in an effective manner will help understand most of the project needs of the customers. Turner (2014) demonstrated communications touches every aspect of life; efficient and effective communications are crucial for project success. The project communication model by Turner shows layers of motivation, interpretation, understanding, frequency, media and transfer of information for sender and receiver of projects. The understanding of the information, comfort with the level of information provided, mode of communication is appropriate, importance of contents and efforts of the communications are important in the projects.

Ethics in the UK FI SME cases are not related to the PM practices or code of conduct of PMBoK, PMI, and PRINCE2 rules laid by these PM authorities (Meredith and Mantel (2011). The UK FI SME cases follow ethics which are more the following of

the rules and regulations required by their customers such as store groups, middlemen, merchandisers, retailers and direct consumers. These ethics are more the fulfilling of rules and regulations needed by the customers as precautions taken against any unlawful practices; these legal requirements are also customers' rights to have those trademarks as a guarantee of the product purchased.

Monitoring and controlling of the projects is identified supporting cases in the UK FI SME to track projects against time, quality and budget. JI do their project monitoring through the use of communication technologies, using phones, emails, WhatsApp and Viber. DI has to push his workshop team by standing over them and pressuring them to complete the work. CD has to check the viability of the fabric, for the cutting in bulk and later process of monitoring and controlling is handled by his CMT units. Practical monitoring is done by the CMT supervisors, checking the correct, required stitching specifications.

Settlements of payments in the JI are done either by gold exchange or on 30 days credit account. DI has its payments done as soon as the projects are ready and are delivered to their customers. CMTs projects take a very long time of 6 to 9 months for settlement of payments; which causes problems in the cash flow of the business and prevents CMTs from accepting new projects. Settlement of payments is the last stage in the projects, so if existing projects are delayed in closing accounts of the next projects will also get delayed.

Planning of UK FI SME cases has to analyse all the clothing seasons in the UK; Christmas also needs special designing in clothing to target Christmas customers. Whereas jewellery needs all the UK festive seasons, with all communities' festive seasons and regular selling items all year round. RT analyses its customers' tastes before planning to purchase its new stock from wholesalers. Advance planning is used to target particular festive seasons or the busiest season with cases in the UK FI SME

through analysing customer or community needs. Advance planning helps them in taking decisions to target the customers on time and according to their seasonal requirements. The jewellery industry starts refilling the stock according to communities' requirements as their advance planning. CD needs to be creative and bring new innovative designs before anyone else brings the designs to the market. JD has to push its workshop teams to complete its Christmas jewellery pieces. CMT-1 has to develop the designs, samples and stitching for Christmas, their busiest season, and CMT-2 has to prepare and design for summer, their busiest season.

Information systems are maintained according to the knowledge ability of the case companies. Old designs are always referred to in the future for the process of new design developments. RT maintains all their stock, sales, designs, valuation certificates, insurance claims and profits, to use this information in making their decisions for stock filling and profits. JD has its records stored in many different ways making use of many different current technologies. CD maintains all its designs to be referred to in the future. CMT-1 has all its records maintained manually by filing records in files. Project management information system (PMIS) supports communications with storage and retrieval capabilities, allowing timely access of the information in the project. PMIS can be paper-based filing system, or complex web-servers using different databases with hierarchical online access in the global projects for real-time data at any time. PMIS purpose is to support stakeholders with sufficient information for planning, controlling and decision-making, through however sophisticated or simple mode of PMIS are maintained by the firms (Turner, 2014). PMIS maintained in the UK FI SME cases are basic requirements of the industry for their design storage. This is done according to their knowledge and latest software awareness of storage, using the information for future use and communication. Maintaining a database of designs, stock, sales, and old sold designs for designers is helping FI to reintroduce designs in the future. After discussing and comparing the PM

capabilities found in the cases, the next section discusses sensing new opportunities in UK FI SME cases.

5.3 Sensing new opportunity capabilities in the UK FI SME cases

The sensing new opportunities capability in UK FI SME cases makes them sense new opportunities in their trade and takes them to renew their competence or for further growth of their business. A few cases have also taken these opportunities when their existing business was not making a profit and they had to find new opportunities to survive. Five sub-categories were found in the sensing new opportunities category; marketing, manufacturing, designing, product range and learning strategy. Further, each theme is discussed in detail with each industry. The next section starts with marketing strategy.

5.3.1 Marketing strategies in UK FI SMEs cases

Marketing and networking are identified for promoting brand or direct sales of the jewellery items. Wholesalers, however, have to spread their word of mouth through calling their retailers, informing arrival of new stock with them. Online sales and marketing are very important in the jewellery cases to advertise their products, showing established brand reputation, shop and designed pieces, promoting further sales. Networking is always important in getting new business opportunities or new dealings. The jewellery industry has its business mainly based on networking and contacts with each other. CMTs also use networking for getting new and existing business. However, designers have to network to build their name as a designer and for continuing to get new business. The next section discusses marketing strategies used in the JI.

6.3.1.1 Marketing strategies in the jewellery industries (JI)

DB has its marketing and networking done through the brand websites and the established brand name in the jewellery industry. DB has a strong online presence through its website and brand name. DB benefits from online sales and marketing features provided from the brand franchiser. The brand franchiser introduces products twice a year, updating their websites. DB verifies code against all the items matching with their jewellery items, checking if the unique code allotted to each item is correct, so that when any order comes in they can check the item code from their catalogue. The item has to be checked properly from the catalogue as an item (ring) can be in different metal, size and can have various stone colours, further all these things have to be verified while taking the projects.

DB got the brand franchisee through networking at a gold trade event. DB was trading in ordinary gold jewellery in the UK; as many people where in the same gold business, so DB was in search of some new opportunity. DB met brand franchisers at the event and furthermore, got the franchise of a brand. The quotes were by a female partner of DB; highlighting marketing strategies.

> *Every year his daddy use to go in an exhibition, they meet new people every time. BJSA (Birmingham Jewellers and Silversmith Associations) so that's the best place for networking, market here, what we were doing before was too much here so we wanted to do something new so we met with this people.* (*DB/P3/F-50/Gujarathi/Residence)*

W-1 does their marketing and networking with its known customers (retailers), knowing which items can be sold to which clients. W-1 calls and informs all his customers when he gets the parcel, and asks for appointments for selling and marketing his products. W-1 also has to market his product according to the requirements of his retailers, knowing their capacity and product range. Getting new

business is also found in the case study chapter, section 4.4.4, where the reasons for successful projects are discussed. This quote also supports the argument of getting new business through networking. W-1 networks with many suppliers, but gets on well with some suppliers; the same applies to the customers. W-1 has its regular service so they govern the price; if the customer tends to pay less, then W-1 will let go of the customer. However, every time W-1 loses two customers, two or three new customers come through networking.

RT's marketing and networking is the main source of getting new wholesalers and customers for maximising sales for their business. RT has their current customers marketing on their behalf through word of mouth about good customer service received from RT's sales staff. The quotes were by female manager of RT presenting their marketing strategies.

> *Networking is the main source of getting new suppliers; it may be spreading the words through other suppliers (wholesalers) or knowing about what is our credit rating or market image for starting to deal with us.* (*RT/P4/F-32/English/Shop)*

RT has networking as the way of getting new suppliers (wholesalers), where wholesalers currently dealt with provide RT's credit rating and market image to new wholesalers who might start business dealings with RT.

RT gets new wholesalers through networking in the jewellery community through good market reputation. Online sales and marketing is used at RT but there are no catalogues on the website. RT gets new business through networking done by its customers who are satisfied with the quality of jewellery items brought or ordered through RT. RT has its established customers over the last 38 years; these customers network for RT in getting more business. RT also helps wholesalers in referring other wholesalers and retailers in their own network; also RT prefers trying new wholesalers

within their network. However, RT is trying to upgrade its website to extend its customer base and sales opportunities. The quotes were by female manager of RT presenting their future plans for marketing strategies.

> *Online catalogues which will be started soon, which is already in progress and been designed by software developer. The new website will have catalogue of designs and also with design available in stock. RT/P-4/F-32/English/Shop)*

After discussing marketing strategies in JI, the next section discusses marketing strategies in the DI context.

6.3.1.2 Marketing strategies in the designer industries (DI)

JD employs marketing and networking to build its image amongst existing and new customers. JD has a strong web presence for marketing and networking its unique designed jewellery pieces. The quotes were by JD highlighting his marketing strategies.

> *Yes, but it's no point trying to push further having great designs were nobody knows it; it's ultimately people needs to know who you are. So I do small things overtime but no other word-of–mouth. I don't advertise. Exhibition is only platform I have. To showcase my work apart from net, lots of articles have been written on me (JD/M-30/English/Office)*

JD does not want to push and advertise his products; he does not spread any word of mouth to promote his sales. JD prefers displaying his pieces at exhibitions and fairs as the source of advertisements; also many articles have been written about him, which also advertises his designs. JD has strong online sales and marketing capabilities for his next-generation customers. JD has strong online presence on www.jigpattni.com; JD has established himself in the social and professional sites of LinkedIn, Facebook,

Twitter, Pinterest, Vimeo, exhibition sites and JD publishes news for designing. All these social media sites are important in building trust and marketing, as the new generations search items to be purchased online. Following quotes were by JD, presenting marketing strategies through the use of social media sites

> *People who are thinking of my work, first chance they get access to Internet, they will Google my name. As soon as they Google my name then it increases my credibility and see what this guy has done. Oh wow, he done these pieces in past: adds more to credibility, adds more to their desire, so for purchasing the one piece. So the online is every important, it also helps other manufacturers and non-designers to copy my work and through in market at affordable prices.* (*JD/M-30/English/Office)*

It is found from JD's online sales and marketing experience how designs can be copied and advertised around the globe. People prefer to search online for any purchases they wish to make, which is also the future of the next generation. Customers like JD's pieces after looking at his designs on his websites, more interested customers and elite class customers visit exhibitions where he displays his designed jewellery items. JD avoids displaying his latest designs on websites or social sites, but his old designs have been copied by manufacturers and non-designers in the jewellery market, making them available in the cheap price range. JD has created a special strategy of designing and sales by his own experience and skills. JD has his designing process by understanding the customer well and designing the jewellery after understanding them: designing is done by translating and understanding customers taste further putting them into shapes for designing the jewellery piece. JD gets new business through networking at fashion weeks and fairs, which provide a platform for his own skills and talents. JD displays his designs at exhibitions, such as the London Jewellery Week for the last four years as the market was right for him. JD

has been to Paris and New York exhibitions, and Goldsmith's fair, which was the best in his last seven to eight years' experience.

CD get business through networking, as shown in section 5.2.6, which shows that CD has to work through suppliers and also design for models in order to network and make their names in the designing industry. After discussing marketing strategies in DI, the next section discusses the same in the CMT context.

6.3.1.3 Marketing strategies in CMTs

CMT-1 gets new business through networking, as confirmed by the quotes below. CMT-1 has to keep contacts with two to three customers at a time, and a good relationship to maintain those networking relations to keep on getting regular business. The quotes were by director of CMT-1 presenting marketing strategies used in getting new projects.

> *Even we (CMT) have to keep two or three customers as if the work from one customer is over we can't sit without work for one or two weeks with so many workers. Sometimes we have two customers and their work going on simultaneously in our units 1,500 for one customer and 2,000 for other.*

CMT-1 explains how they get the orders (projects) through their networks in the industry. The quote shows that both CMTs and middlemen require each other in the business; it is not a one-sided trade and it is about give-and-take relations. Urgent projects are adjusted with middlemen and completed according to the requirements of the stores, and CMTs help with these orders.

CMT-2 also gets business through networking, as it is essential in their business to keep in touch with trade-related local customers and European customers. After

discussing the marketing strategies, the next section discusses manufacturing strategies in the UK FI SMEs.

5.3.2 Manufacturing strategies in UK FI SME cases

Having a manufacturing base in the UK is identified as beneficial for UK FI SMEs. Cases which have their manufacturing base here have advantages of short lead time, good finishing quality and all types of project risk can be analysed to complete the projects. Upgrading manufacturing technologies in UK FI SMEs concerns using the latest technologies to support and enhance the project process. Technology upgrades might be in processing orders faster, supported by technologies or manufacturing machineries supporting efficient and effective project completion. At present, sending and keeping track of ordered items required from manufacturers is done through the use of emails, iPads, and smart phone applications (WhatsApp and Viber). Using the latest technologies is identified in the cases, to help process the project more efficiently and help the case in enhancing manufacturing process. Technologies used for the project process are the communication technologies helping in sending and receiving designs and specifications.

5.3.2.1 Manufacturing strategies in the jewellery industries (JI)

DB uses all known latest technologies like video-conferencing, smart phone applications, WhatsApp, fax, Skype, digital camera and scanner, reducing the difficulties of explaining the project designs. The quote was maintained a female partner of DB, presenting manufacturing strategies.

> *Before it use to take 10 days to go or understand the design, and nowadays it is all instant.* (*DB/P3/F-50/Gujarathi/Residence)*

W-1 manufactures a few of its items in the UK, which is supported and argued by the quotes in section 4.2.2 where W-1 discussed their PM.

RT has few items manufactured at their shop and has a few workshops manufacturing in the UK, which supply superior quality finishing jewellery items ready with short lead time.

> *We have our manufacturing unit with two people still manufacturing the few items at the shop. Also we have separate workshop for diamond, white gold, platinum, palladium, titanium and silver workshop in London which provides faster as well as high quality finishing in market.* (*RT/P1/M-55/English/Shop)*

After discussing the manufacturing strategy in JI, the next section discusses the manufacturing strategy in the DI context.

5.3.2.2 Manufacturing strategies in the designer industries (DI)

JD has its workshop in the UK and all manufacturing is done in the UK. JD designs on CAD software; later, the file is transferred through Drop box, and the caster's workshop starts working with it; later, it is passed to other workshops in London to complete the jewellery piece. JD also insists on manufacturing coming back to the UK as finishing of the jewellery products manufactured in the UK is superior in quality. JD has adopted the latest technologies in designing and manufacturing its projects. JD has adopted many technologies as discussed in this section, upgrading the manufacturing technologies.

CD manufactures all its projects in the UK, and the quotes below show manufacturing returning back to the UK.

> *Well, in last couple of years we have seen the difference especially in last year, since last year so many manufacturing has got back in UK, so many brands wants everything made in UK now. So, I hope that in future*

everything will be made in UK, not everything but most of the things will be made in UK. (CD/M-30/English/office)

CD has adopted the latest technology (Vetigraph) for processing its projects faster, as elaborated by these quotes.

Ya, I think I have some to show you. See like this, from this you develop this, now this lays on the fabric all this four different sizes on the bulk fabric and then they cut it. Now after this Vetigraph has been introduced you don't need this card patterns no more, everything is digitalised straight away he get massive printer, prints the whole marker job done. (CD/M-30/English/office)

CD uses cardboard patterns for cutting his sample design development, but that is not possible for bulk orders, as the cardboard patterns are placed on the fabric to cut the fabric according to the required measurements. It is not easy to upgrade and downgrade the patterns for mass production with these cardboard patterns; therefore Vetigraph helps in upgrading and down grading patterns digitally. Now with help of Vetigraph, patterns are digitised, which cuts the fabric according to the required sizes and in mass quantity. Cutting is faster and easier with the help of Vetigraph technology. After discussing the manufacturing strategies in the DI, the next section discusses manufacturing in CMTs.

5.3.2.3 Manufacturing strategies in CMTs

CMT-1 has all its manufacturing done in the UK. The quote below presents CMT-1 having to be very particular with quality in manufacturing for their projects to keep on getting regular projects.

We try to give good customer-service, only that give us continues work as now work has started going abroad from UK. We can't have trial or

take a chance in losing existing customers, no chance. It was times when all manufacturing units use to have lot of work, but now we have to keep our customers happy anyhow, whatever situation we have. We get it through customers, as they are not only depending upon us but have four/five other manufacturing units taking contracts of doing work. They inform if you charger us so much but other competitor is ready to do same job for less price. If we have good quality or production capacity then, customer might compromise little to give us that order. (*CMT-1/P1/M-30/Gujarathi/Unit)*

CMT-1 had to adopt latest technologies to stay with the changing market environment.

CMT-2 has adopted the latest technologies for its manufacturing project process:

Good, actually, it is very fast, it has made our work much easier. Even the work is more accurate and good compared to previous work. No, actually we have cutter, laying machine which is automatic. I was having that automatic cutting machine, but as we moved here I sold it as it was expensive. (*CMT-2/P1/M-38/Gujarathi/Unit)*

CMT-2 has its manufacturing base in the UK. The quotes below identify what is required for completing projects in the UK. Other quotes found imports are decreasing in the UK, so the manufacturing of garments is in the UK which is helping CMT get more business.

Never know actually because if the goods are exported more from outside, like people import the things from outside then the UK market will go down 100%. I think now from last two years export has been less so the market is good now (CMT-2/P1/M-38/Gujarathi/Unit)

CMT-2, also based on their experience, has adopted the latest technologies for their manufacturing and project processes; which they identified to be good, fast and making work much easier. Project processes are found to be better in quality and accuracy compared to previous projects. CMT-2 has a cutter for cutting fabric, automatic laying machine for laying the bulk fabrics straight before cutting to get accurate measurements. CMT-2 also had automatic cutting machine but when they moved to this location they sold it as its installation was expensive. After discussing the manufacturing strategies, the next section discusses designing strategies in UK FI SMEs.

5.3.3 Designing strategies in UK FI SME cases

Creating a special strategy of designing and sales is crucial for W-2, JD, CD and CMTs; these cases need special features in designing and selling their jewellery and clothing designs. Creating special skills in designing is needed to make the company's product saleable or standout in the market, where most items are similar to each other. Constantly searching for new designs, making innovations in the existing designs, learning new skills and making the designing more exclusive is essential to the UK FI SMEs. The next section discusses the designing strategies in JI.

5.3.3.1 Designing strategies in the jewellery industries (JI)

Creating special skills in designing by W-2 is done by exploring the new designs on Google. Even suppliers have got new creative designs which are modified, changed and brought from India.

> *Ya, in my free time I will look on, I will Google images, see if anybody has put images on there. And then send them across India and then try and give my idea to the supplier. Constantly, we think of our own designs as well as they have got new designs which they have thought of*

which we might change and then bring them back. We spend about.....least 30% of our time on designing (*W-2/P1/M-32/English/Office)*

W-2 searches new designs constantly, making use of the search tool Google Images; images of designs are sent to Indian manufacturers to develop and create new designs. The Indian manufacturers also keep on sending their new creations of designs which might be changed and brought back to market for sales. Hence, W-2 has to spend time behind designing. After discussing the designing the JI, the next section discusses designing strategy in the DI.

5.3.3.2 Designing strategies in the designer industries (DI)

JD has created a special strategy of designing and sales by his own experience and skills. JD has his designing process by understanding the customer well and designing the jewellery after understanding them: designing is done by translating the understanding into shapes for designing the jewellery piece. JD creates special skills in designing by interviewing the couple and knowing what the customer wants. JD has the skill to interpret customers' written answers from the application form which he gives at the start of the order (project) to understand the customers better. This helps JD in designing the jewellery pieces according to those styles, so customers will love a jewellery piece designed by him.

They may have understanding, so some sort of understanding. Customer understands what they like, don't like. But my interpretation what I have written about them help me then about what shapes they will like or not like. So when I draw them eventually on CAD I know 99% they are going to fall in love with this piece and it's going to be beyond their expectation. Oh, more is analysing to understand who my customers are from that question I have asked them. I can't design someone I can't

understand they may like it or not like it if I don't understand that they like how my client in depth then I will never go wrong with my designs. What their tastes and likes are (*JD/M-30/English/Office).*

The important feature of JD's designing is that he should understand the customer well. If he cannot analyse the customer from his questions, it is hard for him to design the jewellery pieces for his customers and he might go wrong with his designs.

CD has created a special strategy of designing and sales. CD designs clothes for well-known celebrity models and singers, to gain publicity by designing for these celebrities. This publicity provides a big name amongst the industry which achieves getting better projects for CD. CD created a special strategy by employing his own designs.

There are some celebrities wearing a tops and stuff like that. I design, for example Rihanna she wore one of my designs last to last week. And if you know about British supermodel Cara, she wore couple of my designs. We work through our suppliers, but once they wear it goes famous. It gives you a pride you see your design is been wore by some celebrity and stuff like that. See this is my design, one which she is wearing, the trippy T-shirt that is like. We get big orders on this design which celebrity wear, sometimes you don't, depends on what kind of design it is, because some of the celebrities what they wear people don't like, you see. I mean, for example, all this stage performers like Rihanna and Nicole Scherzinger and stuff like that, like what they wear on stage. (*CD/M-30/English/office)*

CD does not take any order (project) for less than 1,000 garments of any of his designs, and only one-off pieces are designed for celebrities through his suppliers. CD designs for these above-mentioned celebrities, and the design becomes famous after

they wear them. Some designs worn by these celebrities are ordinary and selected by stores for mass orders, but some of these designs are extra-ordinary and the general public would not wear them, so those designs do not have big orders. CD has created special skills in designing to be exclusive, and uses his designing skills for projects. CD has skills of cutting and making the pattern according to the measurements required by each store. CD can see any garment, for example, a midi (skirt), think critically and can develop a new design, looking for what changes can be made to this midi to make it an exclusive and saleable design. After discussing the designing strategy in the DI, the next section discusses designing in the CMT context.

5.3.3.3 Designing strategies in CMTs

CMT-1 also created a special strategy of designing and sales by his own experience in the business and with the help of a designer. CMT-1 creates a special strategy by using a freelance designer for a few projects and their own experience in designing the garments.

> *Yes, special designer, now we are using freelance designer. Other designs are made by me and my designer as we have ideas so we ourselves know what garment will work. Like it is summer what garment will work, what changes has to be made.*
>
> *Not our staffs, designers are special people we will have to hire. Then also have to hire pattern cutter to cut the designed patterns for designers.* (*CMT-1/P3/M-60/Gujarathi/Unit)*

These designers and their own experience enable CMT-1 to create new designs for sale to store groups. The director of CMT-1 is confident in designing new designs from his experience and also helps in designing; he can suggest, for example, for the summer season what fabric will work and what changes have to be made for the

season. CMT-1 has created special skills in designing by introducing a designer in the unit.

> *Yes, designers always look for new designs on it all the time by using Internet or iPad to get inspired or copy some other designs. Then designer select which design should to given to which customer. For example, store X won't select any designs having complex designs or expensive fabric; because it will be expensive for them and they want cheap stuff. In comparison to that, store Y want cheap stuff but they want to mention its quality and standards in the market* (*CMT-1/P1/M-30/Gujarathi/Unit)*

After discussing the designing strategy, the next section discusses product range strategy in UK FI SMEs.

5.3.4 Product range strategies in UK FI SME cases

The jewellery industry needs to change its product lines when the cases found their old items were not enough to survive the competition, or were not generating profits or to update the sales stock to meet with the latest customer requirements. Jewellery industry cases which were struggling with their old or traditional product lines had to introduce new product lines to compete in the market. A few cases introduced specialisation in the product line to provide services and generate some extra income. Product lines are the products which are sold by the jewellery cases in the UK FI SMEs, as the cases have to limit their stock due to high gold rate and security issues. Jewellery items which are brought for sales also depend upon the supplier's specialty and wholesalers are known more for the sales of particular items in the market. An inimitable product line means unique jewellery items and services, which cannot be copied easily in the jewellery items. It was identified from the cases in the jewellery industry that they have to keep their items and services exclusive; or else the cases will

face robust competition from their rivals. UK FI SMEs DB and RT have got brand franchises, which have provided them with extra opportunities.

5.3.4.1 Product range strategies in the jewellery industries (JI)

DB changed its product line from wholesaling ordinary 22-carat gold jewellery, and now sells only branded jewellery products. This is explained in detail in section 6.3.5. DB was first trading wholesaling ordinary 22-carat gold jewellery before they brought specialisation in the products by getting a franchise from a brand. There were many people dealing in normal 22-carat gold jewellery which brought tough competition for DB, but through getting a brand franchise they were able to change their product line.

> *First, it was majority 22-carat gold. The jewellery was without any stones, but now we are dealing into 18-carat white gold, 22-carat and diamond because our unique selling point is with seized stones in jewellery.*
>
> *Obviously, market slowed and people slightly changed as younger people wearing more 18-carat white gold. So, obviously, to that's changed to you need to adjust with that. And that demand as people started asking for that, then we started seeing bit more demand on it (DB/P4/F-32/English/Residence)*

DB's franchiser has its jewellery items made out of seized stone (artificial stones) with 18-carat white gold, 22-carat gold jewellery and diamond jewellery, making the brand's jewellery unique in its selling point. Customer tastes changed from normal 22-carat gold jewellery towards 18-carat white gold, so DB had to change their product line while the brand jewellery also started becoming more demanded in the market. DB has kept its product line unique by only selling the brand products, as the brand provides good customer service.

I think majority of the time on return or call, I think customers are satisfied from most of the thing they will get efficient service, even if they want one ring order they will just get it quiet fast. Any sizing, any metal, any adjustments that are the main or unique selling point (DB/ P1/M-55/English/Residence).

DB has an inimitable product line which allows no competition to the brand. The branded jewellery items provide unique market position to DB as in the quotes below.

Because we are here to work with certain areas to work with and A....we specialise on product. Because we are not selling what everybody is selling in the market, some retailers would say make sure it is not supplied anywhere else. So exclusive to certain shops, ya. This is how we work because it is different we work. We don't visit each and every shop, then we would have gone you know 20 shops in Leicester; we got another 15 or 20 in London so it is not. You can't get everywhere; you don't get capacity to go everywhere like that. If we start giving excusive produces to each and every shop than we would have lot of competition and there will be no shop will earn out of it, that's how we see it. (*DB/ P1/M-55/English/Residence)*

DB has kept the jewellery items exclusive to certain areas specialising in the brand products only. The branded items are unique, so DB is not selling what others are selling; and also their supplied retailers want DB not to sell the brand products to anyone else in the same area. DB has only provided their items to a few exclusive shops; if they started selling the items to everyone then their products would be available in many shops all around the UK. Selling the brand products would have strong competition and none of the shops would earn profits out of selling the brand products. DB has benefitted from getting the brand franchise. DB has also informed of

making more profits after moving into brand jewellery, compared to traditional 22-carat trading.

W-1 has neck chains as its specialised item. W-1 has predicated future potentials of jewellery items which will have demand for future jewellery business. Detailed discussion can be found in section 4.3.5.

> *Fastest items we have got are chains.* (*W-1/M-50/English/Office)*

W-1 has many other products, but their fastest selling item is chains. Even though W-1 does not have any inimitable product line, he predicts a future for designer jewellery as found in his quote.

> *Ya, also exclusive design where there is going to be market for that. It's going to be nice little niche for designer jewellery, then bulk wouldn't be there but the margin would be there, so I also have to look as well in the next few years, whether to go on to what I am doing or to find niche in the market.* (*W-1/M-50/English/Office)*

W-1 is also willing to have exclusive designs which will be the future market; there will be demand for designer jewellery with more profit margins and not for items which are availed in bulk. W-1 also predicts a future market in which he also has to search for an inimitable product line to keep his market position strong, to survive the market competition.

W-2 has future plans of expand his product line towards English jewellery markets, as well as to plan for customers in the next generation.

> *Asians, I am looking to improve by going to English market but. But again I need another person to help me get through that process, hopefully not of Asian orientation.* (*W-2/P1/M-32/English/Office)*

W-2 is planning to change his product line and move towards the English market, W-2 needs another person to help in the process to introduce the new product line; a person of non-Asian, ideally English, orientation would help with understanding the potential market's cultural needs and language. W-2 has specialisation in the product line as the company, only dealing in small items less than two grams. W-2 has kept its jewellery items or product line of gift items which are less than two grams, which is also confirmed as specialisation in product line; see section 6.3.3 and section 6.4.1.1.

Introducing specialisation in the product line has been adopted by RT to survive market competition, and also to hold its individuality in the local market.

> *We use to first deal into only 22-carat gold, but now due to the latest demand of white gold, diamond, platinum and designer jewellery we had to update our jewellery items with market demands. Also, young generation is not much into gold; they prefer white gold, platinum and palladium rather than normal yellow gold, so also stock has to be adjusted according to the latest customer requirements. None of our competitors has other metals than normal 22-carat gold, so we have monopoly for these items.* (*RT/P4/F-32/English/Shop)*

RT has introduced 18-carat white gold and other metals to adjust to the latest customer tastes, making RT shop only centre to present these new specialised designs. RT started providing jewellery valuation certificates and charging for them according to one per cent of the gold price from the overall weight of the jewellery items included in the certificate. With increasing gold price, people started insuring their own gold assets; banks and other institutes covered the gold insurance only after having valuation certificates from jewellers. Having the widest product range, RT is the most recognised amongst its competitors; most of the product is inimitable and exclusive for their product line. Three brand franchises and exclusive products of best-quality

items have enabled RT to be top amongst their local competitors. RT has the brand franchise of two designer brand companies dealing in diamonds, white gold, platinum, and 22-carat gold. RT also has got the Rado franchise and many other branded watches; these watches are sold at 10-15% less than the market price. Rado and other branded watches come from their original manufacturers in Switzerland; including all certificates and guaranteed repairs and services of these watches are provided by RT. Only RT has the UK franchise of this brand; none of its competitors has designer-branded jewellery, which is also discussed under introducing specialisation in the product line above in this section. After discussing product range strategies in JI, the next section discusses the product range strategies in the DI context.

5.3.4.2 Product range strategies in the designer industries (DI)

JD introduced specialisation in the product line by designing and creating the CAD file himself; this enables JD to create exactly what he has designed.

> *I can have design quality, design specification myself because if you sketch the design and hand it to someone to interpret to someone and make that into CAD piece render is their perception how they perceive your jewellery is completely different. So you can lose line and shape in translation. Yes, I use to pay for making these CAD files to other people.* (*JD/M-30/English/Office)*

JD stared creating CAD files himself, as the process of developing the designs in CAD files helps the workshop craftsmen interpreting or making the items understand the item shapes more easily. JD initially outsourced CAD files which cost JD for each CAD file developed, and which had problems with losing lines and shapes in the process. JD has changed his product line by going beyond his traditional family business. JD's family still continues trading in normal 22-carat gold Asian jewellery,

whereas JD developed his interest in diamond and platinum which were modest consumer preferences at the time.

> *My family is still continuing with normal 22-carat gold trading, whereas I decided to go in diamonds and platinum's (JD/M-30/English/Office).*

An inimitable product line is highlighted by JD as he makes jewellery after interviewing the customer or couples and blending their tastes and choice in their jewellery piece.

> *Age bracket is people who are looking to get married, early 20s to mid-late 30s. Now who are my collectors in 40s, who are collecting my work? Yes, my bread butter are young generation, early to late 20s, collectors are older. There is no competition, because I am doing something different compared to others. No one else can design like me.* (*JD/M-30/English/Office)*

JD also has customers in the 20s and 40s age ranges. The latter have more disposable income to spend for designs by JD. His customers are mostly young-generation people planning to propose or get married and mostly he makes rings for these customers. JD has no competitors as no one else can design jewellery the way he does. After discussing the product range strategies, the next section discusses learning strategies in UK FI SMEs.

5.3.5 Learning strategies in UK FI SME cases

Learning new skills in UK FI SMEs has provided improved services and generating extra revenues from the customers; learning has also added into developing new business lines. UK FI SMEs have identified learning CAD designing and diamond grading to increase their business in the jewellery industry. The next section discusses the learning strategies in the JI context.

5.3.5.1 Learning strategies in the jewellery industries (JI)

After DB started dealing in diamonds, one of their managers took special training for diamond grading to enhance knowledge and provide more information to customers on diamond carats and pricing.

> *Because you need the knowledge of diamond, how much carat of diamond this is; how much carat this stone is; how much it will cost us; and finally how much we are going to sell it for. He learned so that he knows.. (DB/ P3/F-50/Gujarathi/Residence)*

DB has to give an estimated price to their retailers when they enquire about diamonds with specific carats according to the size of the diamond. Also, the price of a diamond has to be estimated when it is made into a jewellery piece; as will determine how much the item will cost DB and how much DB will sell it for to their customers. This is only possible with DB when one of the managers undertook training for diamond grading and he learned to understand diamond pricing.

Learning CAD-designing or diamond-grading became necessary after starting selling and designing diamond jewellery at RT, so one of the partners took training for using CAD and diamond-grading.

> *After we started trading in diamonds, it becomes very hard to know the carat and diamond-grading to further explain the customers about diamond quality and pricing. So one of our partner took the diamond-grading course with Goldsmith, University of London, for gaining confidence in the minds of our diamond-buying customers. Not all our staff knows diamond-grading. Our manager who learned this, he is now approved by Gemmological Institute of America (GIA) and can provide proper diamond-grading certificates.* (*RT/P3/M-30/English/Shop)*

RT learned the diamond grading to explain and guide their customers deep into diamond grading; this also creates confidence in customers' minds before making a decision to buy high-value diamonds. RT's partner took this course to get the certificate which is displayed in the shop, so the customers can view it; the certificate is given by the diamond grading authority (GIA) which is recognised worldwide. After discussing the learning strategies in the JI, it is discussed in the DI context.

5.3.5.2 Learning strategies in the designer industries (DI)

JD learned CAD-designing and diamond-grading to expand his business; JD has saved his time, quality and money by learning these skills.

> *Technology has changed and has made time end money by investing in CAD. First sketches were been shown to caster then if design is not according to requirements then again new sketches; work use waste lot of time going back and front. Then we use to send this to make in Hong Kong to do CAD work. They used to emails the CAD files if not again changes has to be made to designs on CAD; send them again. Even that was taking time, after I took CAD. It takes four hours to create any design which use to take one week time previously.* (*JD/M-30/English/Office)*

JD had to change with time and learn and invest in new technologies of designing (CAD); previous hand-drawn sketches took a long time, and if the designs were not according to the requirements then new sketches were required. This process was wasting too much of his time. Later, CAD files were outsourced to Hong Kong which took many weeks' time. Similar to the sketches, if any changes had to be made in the CAD designs it would take yet another week more. JD decided to learn CAD designing and now it takes four hours in making one design. After discussing learning

strategies, the next section discusses the summarised theme of sensing new opportunities with the cases in UK FI SMEs.

5.3.6 Theme summary

Marketing strategies are essential for networking within the trade for the jewellery industry to network with trade dealers and target outside customers to get further business; whereas it is essential to network within the trade for getting further business for CD and both CMTs. Even though being in the same business, it is essential to show their presence and network with industry people. The jewellery industry works on known contacts and referring business to each other through networking. The clothing industry also has to network with middlemen, stores and people in the same trade. Designers have to network at the exhibitions and fairs displaying their designs. Online sales are marketing which help's DB, RT and JD in advertising their products, promoting their sales, and also in establishing their brand, company name and credibility in the jewellery industry. Online sales are also found to be the mode of purchases for the next generation, as the online sales will be the main mode of purchases in the near future.

The study conducted in FI with big brands' strategies by Kim (2013) found outsourcing as their strategy, but the study was conducted in big brand clothing which does not compare with the SMEs jewellery industry and their capabilities. The study done by Kannabiran and Bhaumik, (2005) on jewellery brands in India has also found outsourcing as one of their strategies. Trust is also an important element in trading jewellery trading also found by Pollard (2004). Latest technologies and digital strategies need to be adopted by the case companies to step ahead in the market, as suggested by Bharadwaj et al. (2013).

Researchers Woldesenbet et al. (2012) concentred on the various SME industries in the UK to find the DC helping them in growing further, but FI was untouched in this

research. DC was found in the fashion luxury supply chain innovations perspective by Caniato et al. (2013). The study found supply chain innovations and relationships for innovations for the managers ready to familiarise themselves with innovation in luxury supply chain innovations.

Manufacturing in the UK enables UK FI SMEs to achieve projects with short lead times and superior quality finished products. Both the clothing and jewellery industries have suffered from long lead times and poor, outsourced products in the past few years; in conclusion to these results, manufacturing is preferred to be done in the UK. Retailers and customers are willing to pay more to get better quality; also, many other shortcomings have forced the UK clothing and jewellery industries to start manufacturing in the UK. Cases in the UK FI SMEs were using traditional drawings and photocopies of designs sent through postal services, before they started using the latest technologies. Design specification was not possible through phone calls as minute changes in small items could not be described on the phone. FI used postal services to send photocopies or hand-drawn sketches to explain the designs; these were later replaced by emails, fax and Skype. Now, FI uses Smartphone applications (WhatsApp and Viber) to process their project specification. The CMTs also intend on improving their technology by using Vetigraph and automatic cutting machines to help them in completing their projects much faster.

Designing strategies includes, creating a special strategy for designing and sales is essential for designers to create new and innovative ways of designing for JD. CD designs clothes for celebrities showing his high capabilities of designing in the clothing industry, continually gaining fresh projects. The designer can design from browsing on the internet, getting inspired or copying the designs to develop new designs all the time. Also, the designer should have the skill to design according to the price (budget) requirement of the customers, as high street retailers have their prices set according to their categories. CMT-2 has adopted different designers to get special

skills in designing for its European customers. CMT-2 uses freelance designers to extend the variety of the designs as CMT-2 has European customers looking for new designs all the time. Introducing specialisation in the product range has helped the jewellery industry to survive ever-changing FI competition. Introducing new product lines also helps generate extra income; and creates uniqueness in their sales items and services to attract new and keep existing customers. It was found that UK FI SMEs have to identify the latest selling trends in the jewellery market to continue surviving and making more profit. DB chose designer jewellery; W-2 is looking to cover English-customer jewellery markets; and JD chose to deal in diamonds and platinum from their traditional 22-carat Asian jewellery business.

Growing competition leads the cases in the UK FI SMEs to keep their jewellery products inimitable and exclusive in the market, to survive against similar bulk jewellery items. Searching for new product items, brand franchises and new suppliers is found to help the case companies in the jewellery industry. DB is benefitted by being the sole trader of the brand in the UK. Whereas RT is having three jewellery brands in designer jewellery in 18-carat white gold, 22-carat gold jewellery, diamond jewellery in white gold and platinum. RT has added advantage of having the franchise of the branded watches.

Learning strategies are found in the UK FI SMEs, CAD designing and has helped UK FI SMEs in saving time and money, and improving the quality of their designs. Diamond grading helps in guiding customers and in selling diamonds and providing diamond certificates. After summarising the sensing new opportunities theme, the next section discusses the third theme, manufacturing capabilities with the cases in the UK FI SMEs.

5.4 Manufacturing capabilities in UK FI SME cases

The basic requirement of FI products is superior quality finishing, with time and budget of projects adjusted to get good quality. Repeat orders are given to the cases in the UK FI SMEs after the customer is satisfied about the quality of the previous projects or if the products are heavily in demand in the market.

Completing the projects on time is important for both designers and CMTs, as their orders will be rejected if they are not completed on time. The whole chain (fabric suppliers, pattern cutters and graders, cut make and trim units for stitching) in the project process is held responsible for completing projects on time. For project delay at any stage and by any player in the chain, someone has to take responsibility for the debts caused by project rejection. The jewellery industry can adjust its rejected projects by selling items to other customers. However, the clothing industry cannot resell the garments manufactured for a specific store or brand, so the rejected project is a loss for CMTs.

Budget or cost, which is also called as price by the cases in UK FI SMEs, is decided while taking the projects; it is important keep their projects within budget for the CMTs and W-2 in the jewellery industry. Customers or middlemen only pay for budget, overrun if they understand and know the special requirements by the customer's store or brand and extra costing caused by extra time taken by the workers. Once the project is decided with set budget per garment, if the costing is more than the set budgets, extra cost per garment are loss for the CMTs.

5.4.1 Routine manufacturing strategies in UK FI SME cases

Manufacturing capabilities are the prime source of development feature for the cases with their manufacturing base in the UK. Cases which have all of their projects' manufacturing in the UK are JD, CD, CMT-1 and CMT-2; RT and W-1 have a few of

their projects manufactured in the UK. Manufacturing capabilities include good quality, using latest technologies, completing projects on time; within budget are their routine manufacturing strategies. UK FI SMEs benefit from these points and they are discussed in detail below. Repeat orders are found to be profitable in the cases as there is no development cost in the repeat orders; also the projects need no specifications and sample development. Workers have already learned the stitching of the garment in a repeat order; hence, it takes less time in stitching the same repeat garment, saving time and money.

5.4.1.1 Routine manufacturing strategies in the jewellery industries (JI)

Superior quality is the main feature of DB's jewellery items; their finishing is better than ordinary 22-carat gold jewellery. Repeat orders are beneficial for DB, as a few basic designs are best-selling jewellery items of the brand and they are repeat orders.

> *Ya, what I think is bread and butter, that are the standard items which are bread and butter.* (*DB/P4/M-32/English/Residence)*

W-1 also provides good quality jewellery items to its customers, which is the essence of W-1 projects. Repeat orders are proved beneficial for W-1 projects; the designs mostly repeat in 22-carat Asian jewellery as the customer prefers similar designs.

> *Customer satisfaction is important, because they will do repeat order that supported from many years. Ok, it is competitive but most of my customers are like loyal friend customers, so they will do repeat orders continuously. Slight changes are allowed, but traditional Indian designs have lot of repeats. People want stereotype same designs and cheap manufactured. If someone asks for a specific one-off design they have to pay premium for it.*
>
> *Majority is repeat orders but that 10%-15% is exploratory market for future, if I get 50% new design I will get stuck. My old customers say I am*

not fulfilling their orders, this 50% items is a risk I am taking. So if these 50% item I am not selling then I would have to melt it down, OK, I will go to 5 different shops but it's running around everywhere (*W-1/M-50/English/Office)*

Customer satisfaction is important through getting repeat designs (orders) to W-1; these repeat orders have helped W-1 to survive in the market for many years. W-1 even though having tough competition has got customers as loyal friends, and they will ask for the same repeat order regularly. Designs can have slight changes but traditional designs have lots of features repeating. People ask for nearly similar designs with cheap manufacturing; if they want bespoke or tailor-made designs they will have to pay extra for it.

When W-1 orders its stock, major designs are repeat; only 10 to 15% new designs are bought, to check if these designs will sell. Also, ordering 50% new (exploratory) designs would be a risk for W-1; as if these new designs do not sell he would have to melt the items down losing labour paid for the new designs. Although with repeat designs W-1 will have to go to five different shops, at least the design will be accepted and sold everywhere.

W-2 has always maintained quality in its jewellery items, keeping two types of stock for its customers to cover all types of customer.

Our quality has been since we started the business, so we don't look-up quality as its going to be the same. Always from the start-up we looked at good quality. The rates are the same according to what they want to buy. Some customers buy cheap items which we stock; some people might want expensive items so we supply them the expensive item. (*W-2/P2/M-60/English/Office)*

W-2 has maintained its quality from day one; W-2 keeps two type of stock, cheap and expensive, with fewer carats in the cheap stock. Repeat orders are said to be rare but if any design has heavy demand then W-2 will ask their manufacturers to send that design in every single order.

Timing estimation is important in W-2 as if they do not get the parcel at the right time they might unable to fulfil the customer requirements at that time. W-2 has learned time management for his projects through his knowledge and experience in the field. He gives orders in advance with the date set in his mind, as he has to check if the gold is ready for manufacturing. Manufacturing timings have to be monitored by W-2 to check finance is ready and that the manufacturing team is making the right designs. W-2 has to complete its projects on time, as projects take six-and–a-half weeks to complete. Then if the customer has to be physically supplied with the goods it might take even longer due to its huge customer base. W-2 uses a next-day delivery postal services system for any urgent requirements of customers to provide timely services to them.

W-2 has its products in the low-price range due the restricted weight of jewellery items at less than two grams. The price of two-gram items comes to £70 to £80, while the gold price comes to £28 per gram, which is the maximum for giving the items as gifts. W-2 only produces items which are less than 2 grams, and these are easy to sell.

RT has maintained quality jewellery items for its customers, as the subsequent orders are based on the quality of the products sold or manufactured by the company. RT repeat order specifications are easier to explain to its wholesalers and manufacturers, saving its time in writing or explaining details of repeating deigns. After discussing the routine manufacturing capabilities in the JI, the next section discusses the same in the DI context.

5.4.1.2 Routine manufacturing strategies in the designer industries (DI)

JD has superior quality pieces designed and manufactured for its projects. JD has quality as its main project element and JD never compromises on quality. If JD finds the quality of the manufactured pieces is not appropriate he makes his workshop people do the job again. JD charges high for designing jewellery pieces for customers, so he cannot afford to spoil his name by poor quality finishing in his jewellery pieces.

JD is also specific in completing his projects on time. JD has clients who have designed the ring to propose to their girlfriend with a plan of proposing to their girlfriend at destinations (Paris, Switzerland, Las Vegas, Australia etc.) around the world. So, the clients need the ring ready before they fly to the destinations they have decided to propose in, which may be well before even the engagement date.

CD manufactures good quality clothes, with expensive materials and trimmings. CD designs his cloths with costlier fabrics and trimmings; as he deals with independent stores and brands to give them superior quality garments. CD has to be very precise on project timings; as if the orders are not completed on time the buyer has the right to waive the whole order.

CD gets repeat orders, as they are profitable by saving development cost, as confirmed previously in section 5.3.6. CD has to complete its projects on time or the projects are rejected.

> *Very important, that's what I told you that if I miss the time then our buyer has the right to waive the whole order. So we have to be precise on time.* (*CD/M-30/English/office)*

CD has to send its garment designs to store groups according to their budget range. When sending the designs to customers he has to analyse and check their budget categories and send designs according to the store group's budget range. Few basic

designs can be sold to all store groups, but not all CD's designs can go to both cheap and expensive store groups. After discussing the routine manufacturing capabilities in the DI, the next section discusses the same in the CMT context.

5.4.1.3 Routine manufacturing strategies in CMTs

CMT-1 has to maintain good quality in order to keep on getting projects. CMT-1 needs to satisfy its customers for their required quality, as different customers require different quality for their garments.

> *Customer should be satisfied from quality of the work done. As different stores have got different quality of work; for example store Y always want top quality work, they even pay more for what is specially required by them. Main thing is quality in your work or else we will not get any work further. All your doors will be closed if you don't maintain quality. Even if once work is spoiled in garments you are not going get work from that customer next time. If we get new customer they try with small order of 500 garments in beginning, they check capabilities of the manufacturing unit, assessing quality and time taken to complete the project.* (*CMT-1/P1/M-30/Gujarathi/Unit)*

CMT-1 has to stitch garments for different customers or store groups according to their various requirements. A few stores have quality as their priority, and time and budget are adjusted in order to get good quality. If CMT-1 does not maintain quality in their work they will not get any further orders (projects), so they have to maintain quality in all their projects. CMT-1 might lose the customer, spoiling its name in the market for not maintaining quality for even a single project. CMT-1 first gets a trial order from their customers, and if they are satisfied with quality and time they will get further, bigger orders from these customers.

Similarly, CMT-1 has discussed how their repeat orders are profitable for their business which is shown by their director's quote below.

> *We get some big orders like 10,000 or 15,000 garments from which we earn more because workers find it difficulties for first two days, later they are used to do the same repeat work more quick and easily. Responsibilities are known in project; smooth flow of all process makes profit in those projects. We even compromise in price to get these orders as due to high quantity we are going make profits from these projects. Then we even have to stop taking small quantity orders or might finish them later* (*CMT-1/P1/M-30/Gujarathi/Unit).*

CMT-1 gets large repeat orders of 10,000 or 15,000 garments, which has more profit than new, small orders; also, the workers get used to doing the same repeat job more quickly and easily. Workers and supervisors know their responsibilities, so these repeat projects flow smoothly making extra profits. CMT-1 even negotiates in the budget to get these large repeat projects (orders), as this improves profits. When CMT-1 gets these large repeat projects in, they stop taking small orders or finish them later to complete the large orders earlier.

CMT-1 has to complete their projects on time, which is a crucial element of all projects depending on the design of the garments, and CMT-1 project timings depend on the design and style of the garments. Details are presented in the section 5.4.2.

CMT-1 has to stick within budget for its projects or else CMT-1 also has to bear the loss for the extra cost added in the projects.

> *Sometimes once in six months we have wrong estimate for time or price; very rarely we can't complete on time or over budget, then we have to make workers work for extra hours that are loss paying for those extra*

hours. It's not always profit; it can be loss many times in this business. Customers pay for this if he understands the situation or we have to suffer the loss ourselves from these projects. (*CMT-1/P2/M-32/Gujarathi/Unit)*

CMT-1 rarely makes a wrong estimation of time or budget for its projects, it is rare that they do not complete on time or the budget is exceeded. When a CMT-1 project is delayed for any reason then they have to make the workers work for extra hours and this is a loss for CMT, paying for those extra hours.

CMT-2 has to maintain good quality for its products as per the requirements of customers. CMT-2 uses expensive trimmings in the garment as required by their customers to maintain high-quality finishing's.

Ya, we do.....I have X style (customer) who is fast and regular. I am making for him since many years I supply him. The quality required for him we don't get in Britain, there is one tape eyelet tape used for that garment which you don't get here, we import it. Garment is inside, I will show you later. We have to pay more money whatever cost it comes to, get that. Trimmings which are of good quality we pay more money actually because we need good quality. Ya, they say we need good quality and as we supply them so we also need good quality (*CMT-2/P1/M-38/Gujarathi/Unit)*

CMT-2 has a customer for whom they have been stitching garments for many years. They require good quality eyelet tape used as garment trimmings, which has to be imported. CMT-2 also pays more for buying good-quality trimmings for the garments stitched by them, as customers ask for good quality and they have to supply them with good quality garments.

CMT-2 has to complete on time to get the project approved to be successful.

> *Sometimes seven days, sometimes five days…..Ya, depend on order. Whatever date is given by them we have to give them on that date. If it is going to be late we don't take the order.* (*CMT-2/P1/M-38/Gujarathi/Unit)*

CMT-2 has to complete the projects on the date decided with their customers; if CMT considers they will not able to complete an order on time they will not take it. CMT-2 also employs extra workers to complete their projects on decided dates; projects are completed on time as the directors have experience in handling their projects. CMT-2 mangers make their calculations through experience about which designs will take how much time to complete their projects (orders).

CMT-2 has to make the garments ready within budget or CMT-2 has to bear the loss from their projects. CMT-2 estimates the costs, but at the time of actual production they come to know the design takes longer to stitch. That extra time taken by workers to stitch the garment is a loss for CMT-2; also previously confirmed as reasons for unsuccessful projects by the quotes of the director in section 5.3.3.

CMT-2's repeat orders are profitable for their business; CMT-2 gets large orders of 10,000 or more garments and easily completes those orders. After discussing the routine manufacturing capabilities, the next section discusses the expansion manufacturing capabilities in the UK FI SMEs.

5.4.2 Expansion manufacturing strategies in the UK FI SME cases

Getting direct orders from stores is suggested to be profitable, as middlemen charge commission per garment. If the cases directly deal with a store without middlemen they will earn more profit, which enables further expansion and growth of the business. Starting designing, printing or manufacturing units were identified for

further expansion and growth of cases in UK FI SMEs. Cases from JD, CD and CMT-1 have expanded their business by introducing new units which brought new business for the cases. The cases explain in their quotes about how the businesses were expanded. Getting projects from one or more countries is also an expansion of the business; getting international customers also brings recognition and high status for those cases. Cases JD and CMT-2 are getting more profits from international customers. The next section discusses expansion manufacturing capabilities in the JI context.

5.4.2.1 Expansion manufacturing strategies in the jewellery industries (JI)

DB supplies its jewellery items exclusively to twenty stores, so they get direct orders from those stores. W-1 gets orders directly from retailers. W-1 has approximately thirty stops where he supplies his stock throughout the country. W-2 gets its orders directly from its two hundred customers or retailers (stores). After discussing the expansion capabilities in the JI, the next section discusses expansion manufacturing capabilities in the DI context.

5.4.2.2 Expansion manufacturing strategies in the designer industries (DI)

JD started a manufacturing unit as his manufacturing was done at or outsourced to other workshops in the UK.

> *The manufacturing unit was expanded with my suggestions; revenue was created from the customers given by me to the manufacturing unit. Work demanded extra diamond mounters, but they are getting 300/400 thousand per annum and CAD software generates 100/60,000 per annum. Anyhow extension of workshop is making profit for me, only two/three people were working in the workshop before five years now almost 25 multicultural people are working in the workshop.* (*JD/M-30/English/Office)*

JD expanded his manufacturing unit; which also gave more profits, which started increasing the customers. As he started getting more customers and work, this demanded more skilled people in jewellery manufacturing and CAD designing, which started giving more profits. The workshop was started with four people five years ago and at present, twenty-five people are working after these expansions.

JD also gets orders from international customers as highlighted in his quote:

> *A nationally, even my customers come from internationally. Design the jewellery pieces for them.* (*JD/M-30/English/Office)*

JD is widely recognised due to his unique way of designing and his wide internet coverage on social sites which has given him customers not only from the UK but also from other parts of the world.

CD gets direct orders from stores. Getting orders from stores is also confirmed in the good-quality descriptions, section 6.4.1.2. CD was only into designing but, due to his needs; he had contacts with cloth manufacturing units (CMTs) which made him later become the joint owner of two CMT units. After discussing the expansion manufacturing capabilities in DI, the next section discusses the same in the CMT context.

5.4.2.3 Expansion manufacturing strategies in CMTs

CMT-1 gets its orders directly from the stores after introducing a designer into the unit, which is more profitable than those orders got through middleman.

> *Then they workout fabric price is....CMT price is.....printing price is... overheads of labelling, boxes, transportation etc plus their profits. But we have to give it ready for middleman, but store deals with middleman which orders will be delivered on what date etc.*

Yes, because middleman is completely out of the way, because also middleman is also earning some money from store. Suppose if we sold to store for £5 and his cost is £4 he is making £1 or 50 pence profit behind it. So if I remove him then that profit is earned by me.

Yes, then we will start directly approaching stores, once range of samples has been developed in-house according to seasonal requirement and what material will work in coming season. Arranging the meeting with store to show the different range of samples, they will select items verifying our capabilities to complete work according to given quality, time and budget. Later others process will go according to regular routine. (CMT-1/P2/M-32/Gujarathi/Unit)

CMT-1 describes how the costs are worked out by the middlemen and then the project is given to the CMT. It is the middleman who deals with the store and the CMT has to make the garments ready for the middleman. Later, CMT-1 clarifies if the middleman is out of the way, and CMT-1 can earn more profits and also the amount which is taken by the middlemen as commission from the store. CMT-1 has also started dealing with a few stores directly, describing how the samples are developed; later, these are shown to stores for approval. Stores will select and give projects according to the CMT's capabilities; other project operations will be the same for the rest of the project after they start dealing directly with the stores.

CMT-1 is a growing unit which started designing a year before, and is at present planning to start a printing unit.

We have started it six to seven months before, which is going well now. We are maximising our profits by the designing unit, we have our own designer so we don't have to hire or pay for professional designing anymore.

We have got a friend who is in printing are supporting us: all right, you start we will give our order to you. (*CMT-1/P2/M-32/Gujarathi/Unit)*

CMT-1 planned and started their designing with a designer introduced in their unit, which is now making profits. CMT-1's director has a friend who is supporting them to start printing in their unit, and this plan is in the pipeline.

CMT-2 gets direct orders from the stores and customers exclusively selling garments for online catalogues. CMT-2 gets orders from European countries which were indicated in the interview.

We export to Norway and Sweden, more at these two places.

Outside companies are all good, actually, because they need more business so they feel like paying us in advance so that they get the goods earlier. (*CMT-2/P1/M-38/Gujarathi/Unit)*

CMT-2 has project customers from Norway and Sweden and further small orders from other parts of Europe. CMT-2 is also happy taking projects from these outside customers as they need more garments for their business for which they pay CMT-2 in advance to get the garments ready quickly.

After discussing the expansion manufacturing capabilities, the next section discusses the theme summary of manufacturing capabilities with the cases in the UK FI SMEs.

5.4.3 Theme summary

Case companies from UK FI SMEs prioritise quality first, as delay and over-budget projects are accepted to get good quality finished products. Product quality is required by designers, manufacturers, wholesalers and retailers in the clothing and jewellery industries. Superior quality of finishing, keeping different quality stock for different customers, keeping quality as symbolic and checking for quality, using high-quality

fabric and designing for high-end stores, providing required quality to customers and using high-quality trimmings are found as important points for maintaining quality. Good quality provides continuous projects for these cases encouraging their customers to place consistent orders in future. The study by Towers and Burnes (2008) partially found the similarities in the routine manufacturing capabilities which are in supply chain management domain.

Project timings are decided before taking orders; it is essential to complete the projects on time especially for JD, CD and both CMTs. Projects are delivered on the decided date and so manufacturing is taken in advance according to the complexity of the garment designs. JD pushes his workshop team to complete projects; CMTs plan their projects according to their experience, design and workers' capacity. Also, CMTs have supervisors to keep track on time, quality and budget. Research (Mohammadjafari et al., 2011) on PM in SME for reducing time and cost found e-collaboration helping in completing projects. Scheduling (time) is also an important factor in project success (Attarzadeh, 2008) and poor scheduling leads to project failure.

Cases from UK FI SMEs W-2, CD and both CMTs have to complete their projects as per decided budget or else they have to make a loss for exceeding the project budget. Exceeding the project budget is mainly found due to wrong estimation of costs or project delay which needs workers to work for extra hours for CMTs.

Expansion strategies are implemented by the cases that have made progress in the last few years: DB, JD, CD, CMT-1 and CMT-2. Expansion is achieved by DI and CMTs due to their manufacturing base in the UK and the increasing operational process needs of their projects. Increasing operational needs which have been outsourced by the outside workshop or unit were found to be profitable through making an expansion in the cases. Case companies were found to have more profits and saving their time in

sending their products to other outsourced manufacturing units. This also made the process more aligned as all the manufacturing is done at one place.

Manufacturing strategy has been identified in previous research (Arafa and Elmaraghy, 2011), has project-based operations and operational strategy for manufacturing (Maylor et al., 2014). Manufacturing also has concentrated on SCM in manufacturing SMEs (Towers and Burnes, 2008); and responsive supply chain in manufacturing and its performance outcome provides a research model that defines strategy, practices and drivers (Roh et al., 2014). This research has identified DC in practical use by the UK FI SME cases and has also given sub-categories through which cases can grow further. After discussing the theme summary of expansion manufacturing capabilities with the case companies, the next section discusses the last theme of jewellery industry capabilities in UK FI SMEs.

5.5 Jewellery industry capabilities in UK FI SME cases

The jewellery industry has two strategies used in the trade first is outsourcing, as most of their projects are manufactured in other countries and only selling the jewellery in UK. Jewellery industry deals with known people from the same trade or amongst their relations or own communities; so the industries second strategy is trust and relations are an important element in the industry.

Outsourcing the products to other countries is helping cases like DB, W-1, W-2 and RT in saving the manufacturing cost in the UK. W-1 and RT have little of their manufacturing done in the UK, and most of their projects are outsourced to other countries. The next section discusses outsourcing in the JI context.

5.5.1 Outsourcing strategies in the jewellery industries (JI)

DB has its manufacturing base in India, so all of its jewellery items are outsourced to India.

> *Once we got an order we send it to India, they go through it then it is manufactured. Obviously, then once it is completed they will send it over by air. (DB/P4/M-32/English/Residence)*

DB sends its orders to India; once the jewellery items are manufactured in India and they are sent by air parcel. W-1 outsources jewellery item wholesaling mainly to the Far East, as quoted in ethics section 6.2.1. W-2 outsources its manufacturing of jewellery items from India which is also confirmed in the case study in section 4.3.3.

RT has most of its jewellery items outsourced to different locations around the world, giving them the flexibility of a wide range of products manufactured in different parts of the world for sale to their customers here, under one roof.

> *We have kept wholesalers who get the jewellery from India, Singapore, Dubai, London; some of the latest designs in sales require market* (*RT/P4/F-32/English/Shop)*

Outsourcing has enabled jewellery cases in UK FI SMEs to have products from other countries and have a variety of products for sale. This allows the cases to concentrate on other strategic operations of the companies such as designing and marketing. After discussing the outsourcing, the next section discusses trust and relations in the jewellery industry.

5.5.2 Trust and relation strategies in UK jewellery SMEs

Trust and relations are identified as important for traditional jewellery industry cases, as the dealing is done only with known retailers or wholesalers either with personal contacts or with references. Trust and relations are required for security reasons as the gold rate is high and gold trading requires giving gold stock on credit. Payments are made after a month with the jewellery cases. Trust and relations are also required to keep the information secret regarding the wholesalers' visits to retailers, as they have

huge stock on them with high value while making visits to retailers. Trust and relations are also required to avoid stock thefts and taking away business opportunities by employees in the jewellery industry. The next section discusses trust and relation in the JI context.

5.5.2.1 Trust and relation strategies in the jewellery industries (JI)

Trust and relations are the techniques used by DB to select the retailers for the branded jewellery item franchise. Retailers with good market credit or reputation are given the franchise.

Trust and relations are important for W-1 with its suppliers and customers. W-1 maintains good relations with its suppliers: they know each other for a long time, and by now they are like loyal friends. W-1 makes four to five personal visits a year to maintain these relations. W-1 also has a few retailers who belong to the same community as a friend as they have been dealing for 20 years.

W-2 deals with his suppliers and customers on trust. Old retailers are known for their credit reputation but new retailers are scanned for a few years before offering them stock credits.

> *We work on trust a lot; we work on trust a lot. Ya, there is lot on trust between both. The whole business is based on trust. No, because the new customers what we have decided is that we won't offer them credit, there will be spot payments everything will on spot. Spot for the new ones, until we gain their trust and then we will say we will offer you credit.* (*W-2/P1/M-32/English/Office)*

W-2 emphasises trust and new customers (retailers) targeted for the business will not get credit; they have to make payments on the spot until W-2 gains trust in them.

Trust and relations are always required when dealing in the jewellery business, as dealing is done only if the wholesalers are known to RT, for a long time or are connected by some relationship (some other person giving their reference). Customers also need to trust RT on quality, guarantee and customer service to spend a huge amount of money on the jewellery pieces. RT has a long reputation of good customer service built on trust over the last 38 years, having personal relations with most of their customers.

> *Customers want quality in jewellery pieces asking for smooth finishing hallmark stamp in each every piece as it's a guarantee of mental, peace of their mind for whatever they have spent behind the piece. They even ask for refund, exchange and repair of the jewellery brought with the store, as they are concern about spending large amount on the pieces.* (*RT/P5/F-24/English/Shop)*

RT has to gain customer trust by providing quality and guarantee behind the jewellery items purchased from them. RT provides hallmark stamps, refunds and exchanges according to its policy to maintain trust and relations with customers over a long period of time. The next section discusses the jewellery industry capabilities theme summary.

5.5.3 Theme summary

Cases in the UK FI SMEs make profits in between their cost price and selling price; hence, it is found that the cases try to find outsourcing to cheap locations where they can save in labour, duties and tax.

Trust and relations are found to affect jewellery trading of the UK FI SME cases; dealing is done if the person has been known in the trade for many years, or through references. Maintaining good relations and a personal touch is also found in the

jewellery industry through personally visiting the jewellery trade suppliers. Stock credits are given after the wholesalers gain the trust of new retailers. Direct consumers require trust, relations, guarantees held with reputation and personal relations with retailers before taking the decision to spending large amounts on jewellery items.

Research by Singh and Singh (2014) has demonstrated Titan Watches went from only a small watch company towards one of the largest jewellery retailers in India. Titan Company comes under the umbrella of TATA Enterprises, and they have slowly moved from watches to jewellery, diamonds, contact lenses, frames etc. Titan Company also deals with international brands such as Levi Strauss, Esprit, Hugo Boss etc; the moral of the story is how they took initiatives to reach the heights in their business.

Previous research done in the jewellery industry has concluded that employing strategy enhances their trade (Bryson and Taylor, 2010); diamond traders also need to analyse elements required to be top in the market (Rosenthal, 2013). The jewellery industry suggests sourcing and manufacturing capabilities (www.marketline.com and Datamonitor, 2014); and companies have improved by adding new product lines in the jewellery business, e.g., by adding watch and diamond ranges to extend the company brand (Kannabiran and Bhaumik, 2005; Singh and Singh, 2014). Inimitability through service and design competitiveness is also indicated in research (Bryson and Taylor, 2010) done in the Birmingham (East Midlands) jewellery industry. Researcher has particularly found these sub-categories which can be taken by the jewellery cases in UK FI SMEs, as the above discussed research works were conducted with large jewellery firms. The next section discusses the summary of all four sub-categories discussed in the chapter.

Gujarathis are found to be successful entrepreneurs in business; a recent article published in the print media found few billions Gujarathis ranking in the top list of

richest people (available at www.Indiatvnew.com, April, 2015). Mukesh Ambani and Anil Ambani (India) own Reliance Industry and Group, Lakshmi Mittal is a steel magnate in the UK, Azim Premji is owner of Sun Pharma Group, Gautam Adani is owner of the Adani industries which are a fast-growing group forecasted to be ahead of the Ambani group by 2020. Similarly, the single case study by Roa and Bhatnaga (2009) indicated the success story of Sevantibhai Shah, the founder of Venus Jewel in the diamond business (in Surat, Gujarart). Mr Shah stared with a small shop and became one of the biggest diamond exporters from India. The moral of the inspiring stories for the SMEs is to take the initiative, knowing their resources and developing their understanding of the strengths and weakness of the companies.

5.6 Summary

DCs where identified in four categories, namely, management, sensing new opportunities, manufacturing and customer service capabilities, which are presented and discussed with the sub-categories exist by virtue of researchers analysis which were identified from the case companies. The purpose of this chapter was to introduce the DCs according to each category found in cases of UK FI SMEs, giving quotes as evidence for each theme. Management capabilities, which are also found to be PM capabilities, are highest in use by all case companies for managing their projects. Sensing new opportunities identified by the cases in the UK FI SMEs are using, marketing, manufacturing, designing, product range and learning strategies. Routine and expansion manufacturing capabilities were found in the case companies' projects. Jewellery industry capabilities found in JI were outsourcing, trust and relations to deal and survive in the industry. DCs are also compared with profitability and performance of SMEs (Grünbaum and Stenger, 2013), which found innovation performance was above average compared to their competitors, high-quality products and low rate of product failure. The companies found customers characterised by trust, openness and

willingness to share information, due to close and long-term relationships. They systematically use forecasting methods to predict future customer needs; this was based on the employee's education and knowledge. Moreover, the research defined planning and execution, storing customer feedback and using them in relation to product modifications and developments. Companies need to keep high knowledge of their competitors and firms' core technologies in the process of evolutions.

The UK FI SMEs need to develop more formal PM capabilities, making use of formal PM tools and techniques in taking, processing and completing FI projects (Marcella and Rowley, 2014). The qualitative single case study (Marcella and Rowley, 2014) concludes the value of planed PM tools and techniques can be adopted for a creative industry. This study found communications, ethics and information systems as an important knowledge area and project management stages are vital in the projects of the UK FI SME cases from the jewellery and clothing industries. In contrast, research done by (Kostalova and Tetrevova, 2014) found PM tool and techniques used in medium to large size companies in Czech Republic.

DC and its implementation lies in the hands of owners, CEO, directors and top management who are responsible for creating and innovating these new opportunities. So, they are required to acquire high educational skills and gain innovative learning skills as a strategy to survive future FI competition. UK FI SMEs, hence, need to pay close attention to their portfolios of competencies in management, manufacturing, marketing, customer service and technologies. This also needs decision-making and implementation in the hands of skilful and innovative top management personnel. Basile and Faraci (2015) have found managerial dynamic capabilities which are the strategic factors and management operational factors to strengthen existing market positions. The research also emphasizes improving on investment in people and managerial capabilities, finding business drivers and management principles for growth. Study implies to start with knowing the firm's resources and then identifying

and codifying roles, processes and procedures for laying the foundation of management innovations. This research also suggest developing own managerial tools and practices for the firms; and this research has found use of WhatsApp and Viber and simple use of PMIS in the projects of UK FI SMEs.

The next chapter presents cross-case analysis from jewellery, designers industries and cloth manufacturing units, identifying capabilities particularly helping these industries. This cross-case analysis identifies the most important capabilities, comparing and contrasting with each industry. Cross-case analysis also identifies the drivers and barriers in developing PM capabilities in the UK fashion industry according to each sub-industry. Analysis also identifies which capabilities are helpful to which industry; bringing out the differences in the views of all three industries.

CHAPTER SIX: CROSS-CASE ANALYSIS AND FINDINGS

6.1 Introduction

Chapter four analysed dynamic capabilities (DCs) themes in the UK fashion industry SME cases. Chapter five presented the analysis and findings from each industry. The analysis identified management DCs (project capabilities); it is empirical and also found PM knowledge areas and stages in the projects of the cases. Sensing new opportunities capabilities are for higher growth of the cases; manufacturing capabilities are for improvement and further growth of cases with manufacturing in the UK; and jewellery industry capabilities enhance jewellery trading with cases in JI. The previous chapter also addressed objective two regarding how these DCs are developed over time in UK FI SMEs to be competitive in their business.

The purpose of this chapter is to answer objective three, which is to identify drivers and barriers in developing project management (PM) capabilities in UK FI SMEs. To achieve this objective, it is necessary to analyse PM functions, project requirements or customer requirements, project stages and previously identified management capabilities and project management (PM) knowledge area or stages helping them in completing their projects. Further, this also helps in answering objective four, Analyse literature linking PM and DC; Analyse the UK FI SMEs using PM and DC theory in section 6.6.

The chapter then presents the drivers and barriers in developing PM capabilities. It is also essential to know the similarities and differences found in all four capability

themes to understand which DC is necessary or essential in managing projects for the designer, cloth manufacturer or jewellery industry.

This chapter starts by discussing the overall DC found with all case companies as per their industries; DC are summarised and presented in table 6.1. The first category presents the project management (PM) knowledge areas and project stages implemented by case companies. The second category is sensing new opportunities or updating the capabilities through the resource requirements of the companies. The third category is manufacturing capabilities required for routine work and expansion of the case companies' manufacturing. The fourth capabilities are jewellery industry capabilities which are highly essential for a dynamic jewellery industry.

Table 6.1: Dynamic Capabilities (DCs) in the UK FI SME Cases

			JI				DI		CMTs	
No	Sub Categories or Themes	Categories	DB	W1	W2	RT	JD	CD	CMT1	CMT2
1	Communications	Management capabilities	√	√	√	√	√	√	√	√
2	Ethics		√	√	√	√	√	√	√	√
3	Monitoring & controlling		√	√	√	√	√	√	√	√
4	Settlement of payments		√	√	√	√	√	√	√	√
5	Planning		√	√	√	√	√	√	√	√
6	Information-systems		√		√	√	√	√	√	
			DB	W1	W2	RT	JD	CD	CMT1	CMT2
1	Marketing strategies	Sensing New Opportunities	√	√		√	√	√	√	√
2	Manufacturing strategies		√	√	√	√	√	√	√	√
3	Designing strategies				√		√	√	√	
4	Product range strategies		√	√	√	√	√	X	X	X
5	Learning strategies		√			√	√			

			DB	W1	W2	RT	JD	CD	CMT1	CMT2
1	Routine manufacturing strategies	Manufacturing capabilities	√	√	√	√	√	√	√	√
2	Expansion manufacturing strategies		√	√	√		√	√	√	√
			DB	W1	W2	RT	JD	CD	CMT1	CMT2
1	Outsourcing strategies in UK jewellery SMEs	Jewellery industry service capabilities	√	√	√	√	X	X	X	X
2	Trust and relation strategies		√	√	√	√	X	X	X	X
	Ranks		2	5	4	4	1	3	3	6

In table 6.1, X denotes not applicable for the case. Empty cells represent the non-usage of this capability in the particular case. Cases are ranked according to their use of number of themes found in previous chapter five and growth in last 10 years which are summarised in this table. The total at the bottom of the table represents the rank earned by each case, calculated based on number of capabilities employed.

6.2 Project management operations in UK FI SME cases

The study presents the PM operations of all case companies to understand the similarities and contrasts. The main PM operations specific to each case, from researcher's investigation of the data collected through the case studies are summarised according to the sequence of the cases in Table 6.1.

Designer brand: Write projects (orders) on a piece of paper, later on the notice board, end of the week on the final paper list, finally in Excel sheet, send sheet to Indian manufacturers, confirm the order, chase the orders, receive the order parcel, sort the parcel, post the special orders to customers or deliver hand-to-hand. Closing of the project called as settlement of payment is done by direct debits or cheques on the day of sale.

Wholesaler-1: Identifying trends and customers preference from market analysis done by asking the retailers (customers), also look at what is selling best in the market or what customers are asking for, write orders on piece of paper, send the needs to the manufacturers in the Middle East, local items to local manufacturers, confirm orders and items, chase the orders, receive the items, sort items, post or hand-to-hand delivery. Closing of the project called as settlement of payment in cash and gold.

Wholesaler-2: Order parcel from Indian manufacturer (suppliers) as customers require stock at certain time interval, receive orders through smart phone applications such as WhatsApp, chase the order, import items from India, sort items, post or hand-to-hand delivery to customers. Closing of the project called as settlement of payment by cash or gold.

Retailer: Show items to customers or order as per their requirements, write the orders on envelope with some advance payment or gold, send order to the specialised wholesaler if not ask some other wholesaler, chase the wholesaler until the items are received, send item for hallmarking, deliver item to customer. Closing of the project called as settlement of payment by cash, card or gold.

Jewellery designer: Give application form to customers, receive form and decide to take or reject the project, if taken, then analyse customer choice through responses found from application form, translate responses into the shapes, put shapes on CAD, finalise design with customers, send design to casters, setters, polishers, hallmark

item, deliver item to customer. Closing of the project called as settlement of payment by cash, card or direct debit.

Clothing designer: Develop designs, regularly sending designs to buyers, approve sample, write fabric report, dye report, upgrade and downgrade of pattern, order fabric and trimmings, get fabric cut in bulk, send for stitching (manufacturing), dispatch item and closing of the project called as settlement of payment by direct debit.

CMT-1: Get order, order fabric and trimmings, develop sample, approve sample, send fabric for bulk cutting or cutting done in factory according to the measurements or spec, stitch, check quality, press cloth, pack according to the requirements, and dispatch through customer's transport. Closing of the project called settlement of payment by direct debit.

CMT-2: Get order, order fabric and trimmings, develop sample, approve sample, make patterns according to the required sizes of customers, bulk cut according to the (measurements) specifications of customers, stitch, check quality, press cloth, pack according to requirements, and dispatch by local transport. Closing of the project called as settlement of payment by direct debit.

6.3 Project requirements or client requirements in UK FI SME cases

Project requirements set objectives to be fulfilled for completing or satisfying these projects successfully. In certain cases, it will be a written statement of objectives to be achieved, called an agreement between the customer and project team (Larson et al., 1991). It is very important and an essential function to define the client requirement, but it has so far been ignored by IPMA ICB (International Project Management Association), PMBoK and PMI (Project Management Institution, 2008). Client requirements can be drowned by talking or discussing with clients as Turner (2010) says, including it as the first PM function. The jewellery case and clothing industry

cases use emails sent by clients as their requirements. The cases use PM knowledge areas and stages to satisfy client requirements in order to make the project acceptable. Projects in the UK FI SMEs require an appropriate information flow amongst the project stakeholders of deliverables through communications, skills, technologies and legal or ethical fulfilment (Marcelino-Sádaba et al., 2014). Proper planning and execution techniques on requiring milestones are part of the project scope for deliverables; planning techniques like milestones are not in use by UK FI SMEs cases. Defining, controlling and validating these requirements or scope guides and directs throughout the project life cycle; project lifecycle is used as the stages of the UK FI SMEs.

The following are the investigated case companies' project requirements summarised for each case.

Designer brand: Using Outlook Express for emails, mobile messaging, telephone calls, smart phone applications (WhatsApp), video conferencing, Skype, Excel, clarifying the specifications of the items to be ordered, so the manufacturers in India understand the project properly according to customer requirements minimizing mis-communications. Getting the parcel on time from India and fulfilling all ethical and legal requirements of the process of importing the jewellery. Designing can be done according to the customer requirements.

Wholsaler-1: Communications are done through smart phone applications (WhatsApp), email, telephone, Skype. Regular market analysis has to be done for upcoming jewellery design trends.

Wholesaler-2: Communications are done through smart phone applications (WhatsApp), Skype. Designing and analysing competitors' products in the market.

Retailer: Goldsmiths' skills, repair work, setters, acid handing machine, computers, iPad, drop box, emails, Excel sheets. Hallmarking on the jewellery is an ethical requirement from customers.

Jewellery designer: Designing, CAD/CAM auto matrices, mates and looks. Caster, mounters, polishers and setters have to be superb; all the people in the chain need to be chased as they do not care about deadlines for submissions, and project management should fulfil all ethical requirements such as certifications and hallmarking.

Clothing designer: Cutting, designing, pattern cutting skill. Using WhatsApp and smart phones is necessary for communications and Vetigraph technologies. Designer has to pass through two to three white seal or gold seal processes to get approved for size fits; various reports such as Sedex Members Ethical Trade Audit (SMETA) – a SMETA report, fabric compositions, dye report, according to the different requirements of each store group.

CMT-1: Specification emails, designing, workers' and supervisors' experience, workers who at least know to operate three types of stitching machine, supervisors to check the required garment specification. Audits are conducted on site visits by each store group and are a requirement for getting the projects. Delivering projects with agreed quality, time and budget with its customers.

CMT-2: Management is handled by experience, using emails, designing, management has to decide the timings of ordering the fabric, trimmings, stitching, monitoring workers is necessary for good quality. Audits are required for getting the projects; delivering projects with agreed quality, time and budget with its customers.

6.4 PM stages from UK FI SME cases

These life-cycle stages and operations were found from semi-structured interviews and observations conducted in the fashion industry.

Initiating the projects starts with deciding on a budget (price), time and quality. Project initiation documents are specification emails received as order confirmation in the clothing industry and specifications in writing by jewellery designers, manufacturers, wholesalers, and retailers. These emails or rough papers work as a plan or guidance through all PM stages in the fashion industry.

Communications are essential features as the project operations have to be completed by different people involved in the project team. Projects operations are done abroad or some of the operations are outsourced to different locations in the UK or other countries.

Projects in the fashion industry also have to comply with many ethical issues in order to assure the quality of the products and service. Ethical issues require dealing with many certificates and audits conducted as site visits as legal compliance to satisfy store groups for continuing to receive orders. A project office is required to maintain all project-related documentation and records which are important for future reference. FI cases have to provide their customers with the best customer service to get regular further projects.

Planning is said to be the backbone of the fashion industry in order to complete projects on time, on budget and according to the required quality (PMBOK, 2013). Advance planning is necessary to forecast the next design trend of the upcoming seasons in the clothing and jewellery industries.

Monitoring and controlling is necessary throughout the fashion project to check the project timings, budget, quality required by customers; also to analyse upcoming risk,

fulfilling all ethical issues arising in the project process (PMBOK, 2013). The UK FI SMEs cases in JI and DI do their monitoring and controlling through communications on phones and WhatsApp; only CMTs have physical supervisors to track the progress of projects.

Projects are closed or completed on receiving the payments or settlements of the accounts against the service or items received.

Amongst the eight cases and three industries studied, one of the main findings is, none of the cases are using PM tools. Indeed, here none of the case study companies in the fashion industries are using any formal PM methods. Nevertheless, some of these companies' performances are average or above average.

Previously, PM stages in fashion industries are discussed in jewellery, designer and cut make and trim units presented in table 5.2.

6.5 PM capabilities employed in the UK FI SME cases

Management capabilities found from chapter five are the PM knowledge areas and stages described in the chapter one. Time, budget and quality in manufacturing capabilities are also knowledge areas, but time and budget are adjusted for getting better quality and are most important for the UK FI SMEs with a manufacturing base in the UK. PM capabilities are highest in use; the others found are sensing new opportunities capabilities, manufacturing capabilities and jewellery industry capabilities. Researcher found this because it is a factor behind the use of these PM capabilities in UK FI SMEs, as these capabilities are PM operations, requirements or stages found from the comparing with previous literature review. All these activities are related for FI daily operations or activities; some of them are even requirements for getting the projects.

There have been few studies done on PM in SMEs (Turner et al., 2010; Turner et al., 2012; Aquil, 2013; Mohammadjafari et al., 2011) which found a light version of PM is required for SMEs. While some researchers have measured PM success in term of time, budget and quality (Camilleri, 2011; Attarzadeh, 2008), others have focused towards methods and methodologies (Bryde, 2003); PM practices and actuality of projects for practitioners (Cicmil et al., 2006); analysing the topics and trends published so far and also suggesting for future trends of PM (Kwak and Anbari, 2009); and PM tools and techniques which are most useful for different sizes of firm (Turner et al., 2010). The first time PM was linked to strategic tools found it to be a competitive advantage (Jugdev, 2004; Jugdev and Mathur, 2006). Later, intangible PM assets were found to be a competitive advantage (Mathur et al., 2007). Further work was advanced in project and project portfolio management by applying strategic management theories (Killen et al., 2012; Killen and Hunt, 2013) and developed advancing maturity and evolution within the same topic. Hence, researcher decided to advance her research findings in company strategies (DC) in PM operations of UK FI SME cases. Study in the domain of PM as DC has not evidenced any empirical studies in UK FI SME cases (Killen et al, 2012; Jugdev, 2004, and Mathur et al., 2007). The recent study done on managerial DC by Basile and Faraci (2015) has also concluded that the routine management operations and decisions taken on implementing them are called as managerial DC.

From the case companies, it is evident that PM knowledge is limited to some of the executives or higher-level management, so it has not grown or reached its maturity level. PM requirements have recently been focused on as the most important practice; the second one is milestone or work scheduling (Turner et al., 2010). The study conducted survey in the Czech Republic by Kostalova and Tetrevova (2014) found PM tools used in medium to large companies, rather than SMEs. The latest study done

in UK FI SME was conducted with single case study (Marcella and Rowley, 2014) and found PM tools and techniques used in the case study.

Communications are critical to UK FI SMEs as the designs, specifications or measurements of garments have to be sent and received for further project operations. Also, monitoring and controlling is to be done through the various means of communications used in the fashion industry. Simple technologies such as WhatsApp and Viber are adopted as the means of communication. WhatsApp and Viber are tools for project communication, used for easy and quick exchange of designs in the UK FI SME cases. Sending designs instantly and getting feedback on approval or rejection for CD. In the jewellery industry, it is used to show the available designs to the wholesaler and also to send them to prospective buyers. The case companies make use of WhatsApp and Viber for project communications; although in various studies (Chen et al., 2007; Lee and Kincade, 2003; Sheridan et al., 2006) the use of electronic data interchange (EDI) was found for project communications in the textile industry. The case companies have found a quick and efficient way of project communication through smart phone applications for processes such as sending and receiving design photos, and approval or rejection of garments.

Ethics are followed as per the governing authorities of JI, DI and CMTs throughout the FI projects. JI needs hallmarking, paying export duties and taxes to be paid as per UK law. JD designers have their diamonds pass through the Kimberley process (Grant and Taylor, 2004) and AIG approval, which are the accreditations of the diamond value chain. Mostovicz et al. (2007) research has also shown other accreditations such as AGS and HRD for diamonds alone with AIG. Gold, white and green seal are found in previous research, but audits done with CMTs have not been sighted in previous research.

Monitoring and controlling is a management technique helping these UK FI SMEs to complete their projects on time, within budget and to the quality specified by the customers.

Settlement of payments, which is also called the closing of projects in the UK FI SME cases, is done in various ways. Most of the cases in JI settle their payments by giving and taking gold as the mode of exchange and labour is paid in pounds. Whereas DI and CMTs settle their payments in agreed currencies such as pounds.

Planning is also an essential PM knowledge area used in the UK FI SME cases. Advance planning helps the UK FI SME cases to plan for their designs according to the seasonal requirements of the customers. JI needs to analyse its communities' festive seasons and special occasions; DI need to analyse its customers' needs according to their tastes, areas, communities and festive seasons. CMTs need to analyse clothing, festive seasons and local communities' preferences. The clothing industry has seasons as evidenced in the literature review, but the jewellery industry also has seasons, such as Christmas, as researched by Pollard (2004). This research has found many other seasons for the jewellery industry according to different festivals, communities, cultures, religions and astrological beliefs.

Information systems are used in a basic way or manner by saving the designs sold in the past to a database and using them for future design development. The manner and use is also limited to the knowledge and innovation of the owners of the UK FI SMEs. An old design needs to be saved and stored so that it can be referred in future use for designing new designs. Maintaining IS for records of the projects helps cases in analysing past project designs and their records to monitor their profits, sales, best-selling designs, sales persons' success and seasons.

The Dynamic Capabilities found so far from the case companies for their PM operations, requirements and reasons for successful projects are interrelated with each

other. The DCs found from the case companies for management is the basic requirement in the FI for completing their daily routine project operations. The cases adopted PM knowledge areas and stages according to their knowledge, skill and their own small inventions to make their project operations quick and easy. The identified management capabilities from the study are PM knowledge areas and stages, which are altered according to the UK FI SMEs' project operations in each case company.

6.6 Literature linking PM and DC; PM and DC found in UK FI SME cases

Previously the literature review chapter in section 2.7 highlighted the links between PM and DC theory; recent progress is been discussed below. PM is stated to be a managerial approach by Meredith and Mantel (2011); almost all firms will adopt a flexible structure to manage their routine management; Turner (1993), editor of the *International Journal of Project Mana*gement asserted "Managers will use project-based management as a vehicle for introducing strategic planning and for winning and maintain competitive advantages". This demonstrates PM is a managerial approach, including strategic competitive advantages for its projects.

Similarly, Jugdev (2004), Jugdev and Mathur (2006), Mathur et al. (2007) and Killen et al. (2012) all have found PM as a strategic tool for managing organisational projects. Furthermore, the latest research in managerial dynamic capabilities by Basile and Faraci (2015) has highlighted the business model made by the managers' capabilities, made to distribute and capture well-being and economy value in the workplace. The managerial model is summarised to be the coordination of the activities in the firms, the methods by which goals are defined, to motivate people, of decisions and of communication (management of information). The study concludes business and managerial models to be a managerial tool for a dynamic perspective for

new business opportunities, sensing existing business opportunities and subjects of innovations. The study is trying to bridge the gap between business and managerial model; with managerial DC showing drivers in aligning both the models. This also shows that PM is a strategic tool for the management of the UK FI SMEs; PM activities are to be tailor-made according to the requirements and activities of the cases. Further opportunities to be sensed and taken for development of the cases are implemented according to the managerial capabilities of the managers or top management.

The study has found a link between PM and DC through its PM capabilities which are highly used DC in the cases. The PM capabilities found in the cases are used to manage their routine project operations and complete projects successfully. Details of the PM capabilities are found in chapter six; detailed theory linking PM and DC is discussed in chapter two. Figure 6.2 highlights the PM and DC evidenced from the study.

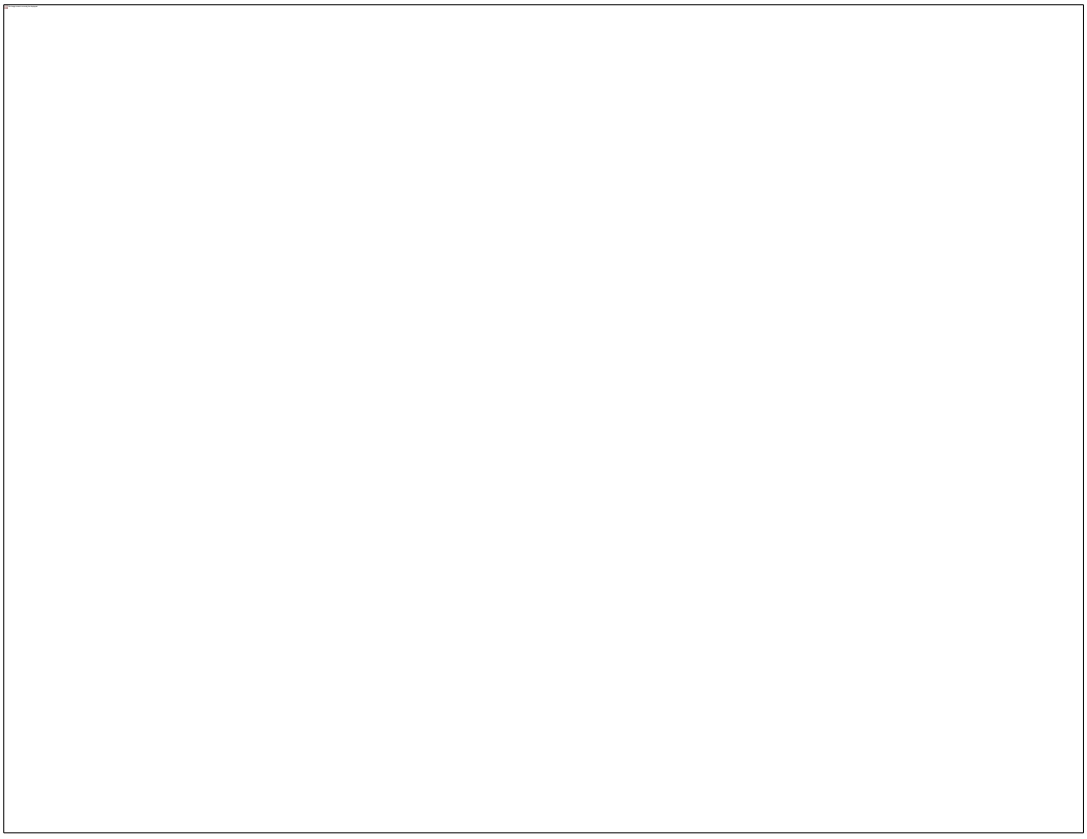


Figure 6.1: PM and DC Theory identified in the UK FI SME Cases

6.7 Drivers and barriers of project management capabilities in the UK FI SME cases

When the cases were asked regarding the PM used in their projects, three cases in the clothing industry had average knowledge of PM, but in the jewellery industry, it was found that three cases had knowledge of PM but were not practising it, and two cases had good knowledge and were a little more organised in the PM practice used. Due to limited knowledge of PM in the cases, widely used PM stages are being used to analyse the findings. Hence, the cases did not employ any complex methodologies from PRINCE2, PMBoK-guide, PMI or APM, in a way to make it easy for initial PM

implementation in the fashion industries. JD, who is only aware of PM methodology, confirmed that he did not follow PRINCE2 methods in his projects.

In contrast, CMT-2 lacks in knowledge and education to adopt PM processes; also, another problem in expanding their business is due to lack of PM knowledge. CMT-1 affirmed that following PM knowledge would definitely help them in managing their projects more efficiently. PM knowledge and global compliance are not followed in their procedures or practice, nor is any step-by-step documentation mentioned to avoid cumbersome management. However, in fact, three cases in the clothing industry were practising PM in more formal stages. PM is required for fulfilling more of the strategic routine business operations, which are found to be bespoke and adaptable to each case and industry for its project operations. High project success rates are found in DI and CMTs; whereas JI can sell its rejected items (projects) to other customers and melt the gold of rejected projects making minimal wastage of high-value resources, are the reasons why UK FI SME cases are not exploring more into PM. Lin and Piercy (2013) found a lack of competencies of PM skills in the SME fashion industry, where a single person plays multiple roles in projects.

PM knowledge is limited in the clothing industry; the jewellery industry has PM knowledge, but PM practices are according to case convenience. Cases follow life-cycle phases step-by-step through initiating, planning, monitoring, controlling, and closing the projects. PM capabilities develop over time by the cases by their own learning, innovation, knowledge and experience. Blocks to developing these PM capabilities in the UK fashion industries are resistance to change due to old beliefs and practices, lack of education, improper use of and lagging behind in using resources such as the latest technologies. Low profit margins in the clothing industry, slow payment for ready-made garments (six to nine months) are identified as two main barriers of success. The jewellery industry has most of it transactions done through exchanging gold which also creates a lack of liquidity in cash flow. All the

participants were unaware of any PM tools and techniques for planning, scheduling, risk and stakeholder management, which is also found in recent research by Marcella and Rowley (2014). The latest research done in UK clothing SMEs by Marcella and Rowley (2014) found drivers and barriers, but does not cover the jewellery industry. The results found from this study are in line with the study of Kostalova and Tetrevova (2014) the contrasting use of any PM tools compared in their practice and only triple constraints of project (time, cost and budget) was used by CMTs.

Those cases which practise more organised PM practice use Excel to process their projects and have learned PM practice by their own training. Successful cases (JD, CMT-1 and DB) have adopted PM practice with DC found useful for survival or further growth. Some of the cases aim to grow further and have made changes in their PM practice in order to keep up with competitors. These cases have also taken training in order to extend their knowledge in their field; and self-learning has also helped the cases in gaining useful insights to enhance their expertise in PM knowledge.

6.8 Sensing new opportunities linked to DC in UK FI SME cases

Case companies that have adopted a strategy (DC) of sensing new opportunities have grown further in the last few years; the rest have just managed to survive during the recession and against tough competition. Sensing new opportunities has found five themes, namely, marketing, manufacturing, designing, product range and learning strategies capabilities developed over time in the UK FI SMEs. These capabilities have made the jewellery cases unique for being competitive, and changes are required for surveying the constantly developing market (Grant and Taylor, 2004). Teece (2010) says, “Equilibrium and perfect competition are a caricature of the real world. Customers don’t just want products; they want solutions to their perceived needs,” which shows that much more than just products is required in the capabilities of the ever-changing FI. Jewellery industry capabilities are employed by only jewellery

industry, as they are manufacturing and outsourcing jewellery but only bridging the gap as wholesalers bringing in ready-made jewellery from outsourced destinations and selling them in the UK. Sensing new opportunities is also found by Teece (2014) and Schilke (2014) from the companies' existing resource base and routine DC.

DC are said to be of first and second order: first are basic DC and second is said to be the speed of response. Murphy and Ledwith (2007) proclaim SMEs have a scarcity of capabilities and resources, but SMEs build upon their flexibility, this being their striking feature for development and growth. These DC are (strategic) ambidextrous orientation which needs to use all organisational abilities, (marketing) market orientation and (adaptation) DC speed of responsiveness (Dousios, 2010). Third order regenerative dynamic capabilities are necessary when the current set of capacities is inappropriate due to disruption in the environment. These regenerative dynamic capabilities are required (Ambrosini and Bowman, 2009) when the market passes through its stages – emerge, collide, split, evolve, die – and in these stages achieves new resource configurations or when current dynamic capabilities in place are no longer relevant.

Marketing and networking are needed to promote jewellery items for sale but all cases use different modes of marketing and networking to target their customers. DB has a website with strong online presence, and the brand has large advertisements on TV and a few Asian channels. RT places its advertisements on its website and local community's channels. W-1 spread his word of mouth by calling and asking about new stock requirements. JD has a web presence showing all its designed jewellery pieces and other art work. JD also uses events and jewellery fairs to promote and network within his industry for more sales.

Online sales and marketing are also essential features found in DB, RT and JD, as they have to promote jewellery items through a web presence. DB has its own website

including catalogues of jewellery items and all available franchisees in the UK with their contact details. JD has his designed jewellery items and artwork advertised on his website. Rao and Bhatnagar's (2009) case study in a diamond company found online sales and marketing is employed to promote online sales in order to get international customers.

In contrast, JD has all his designs on his website with contact details, but JD has no options for buying his pieces from the website. The prospective customer has to meet and contact JD personally to place an order with him; the website cannot be used to place an order with JD; it is only a medium of advertisements.

Manufacturing in the UK applies mainly to JD, CD, CMT-1 and CMT-2 as all their products are manufactured in the UK. In contrast to these cases, RT and W-1 have few of their projects manufactured in the UK: their manufacturing is outsourced. Upgrading manufacturing technologies is also linked with cases that have their manufacturing in the UK; these cases get more business by upgrading manufacturing technologies. Cases JD, W-2, CD, CMT-1 and CMT-2 have gained advantages by upgrading manufacturing technologies. Using advanced technology for manufacturing has made improvements in manufacturing for JD, DB, CD, CMT-1 and CMT-2. DB, CD, CMT-1 and CMT-2 have upgraded technology to improve in their manufacturing processes and speed up the manufacturing process.

Creating special skills in designing is also found in cases JD, W-2, CD, CMT-1 and CMT-2, as they involve designing for their products. In contrast to designing their own jewellery, cases DB, RT and W-1 outsource most of their designs and depend on readily available designs by manufacturers. The clothing industry needs skills for developing samples and making garments as per the requirements of store measurements, and this is also found in CD, CMT-1 and CMT-2 intimating about their experiences in designing. CD has skills of developing samples and measurements, but

CMT-1 and CMT-2, without having any formal designing knowledge, can design from their own experience in the field, and they lead in developing designs according to the seasons. CMT-1 and CMT-2 have gained knowledge through their years of experience in the field.

Case companies also argue about designing, which is identified to be making few changes in main designs by adding some collars or pockets and simply changing the fabric prints used for making garments. Designing also needs to consider matters such as religious factors, such as avoiding human or animal pictures in cloth and jewellery designs for Islam-practising consumers, which is prohibited for religious reasons. Cases from jewellery industry DB, W-1, W-2 and RT imply cultural sensitivity while selling the jewellery items to their customers. Similarly, for social respect and religious reasons, some Asian consumers prefer not to show their legs and arms (Caniato et al., 2014).

Designs are forgotten, so they come back (return to popularity), repeats, reintroduced with small changes, trends change gradually, so new abstract innovation is not accepted in UK FI SMEs. The quotes below identified innovative designs are not accepted at once in the FI.

> *Ya, we do that, always stock the current design and we will bring it in market after 12 to 13 months after. Design is forgotten so reintroduce.* (*W-2/P1/M-32/English/Office)*

> *Sometimes the same designs comeback after few years with some latest modifications. It again makes new trend for time being, again after a while that design becomes old. So some designs repeats for years or comes back again with some changes and it goes on like that. (RT/P2/M-57/English/Shop))*

Very important, each every piece is individual their designs and it's unique to that client. But you don't want to be too ahead from your time, because fashion is what I done in past designed is always ahead. But then slightly you have bring the things back, People don't like change, that change has to be adapted and understood: change, it's an ever slow process in design. So, for example, I can't have red jacket with yellow pockets, it's their side of thinking, but if it is slowly implemented like pockets are slightly changing size, pattern, style, and then tone, then colour, then consumer can understand the change. Jewellery has to be similar, you can't have abstract shape people, don't understand it. There should be some sort of basics so they can understand. (JD/M-30/English/Office)

In contrast to the above cases, JD designs his pieces for those customers of whom he approves after taking the interview: the customer who understands the value of his jewellery piece. JD will design the jewellery piece for the customer who understands this value even for those with a lower budget. JD will reject designing for the customer who has no value for his designed jewellery even those with a big budget to spend with him. JD wants to design jewellery pieces for the customer whom he can understand well, the customer who has high value for his designed jewellery pieces, which should not be compared in terms of monetary value, as the piece represents their whole love story.

Resercher identified CD designing is choosing the right prints for the garments, while the pattern (block) for garments remains the same. Quotes below by CD indicate the importance of choosing the right prints

Well, block will be the same, for example t-shirt are the same, only the designing of the print. So the designing you got to be very precise in

print, then you are not selling the t-shirt you are selling the prints. Because t-shirt is the same, there is no designing in the t-shirt, but actual designing is choosing the right print (CD/M-30/English/office)

No, that's not basically…, the basic shapes are same; you go any shops like Bodycon. Dress is Bodycon dress all the time, doesn't matter you buy from store X, Y, Z or wherever. But all the difference is which fabric is used, what print I use, that is the basic difference (CD/M-30/English/office)

While CMT-1 and CMT-2 designs their garments through their own experience and knowledge in the field of CMT. CMT-1 confirmed about his own skills of designing garments from his own knowledge, in section 6.3.3.3.

Ya, we try, we try our own designs, I myself is always trying for new designs. Most of the designs are been done by me, myself. Me, myself, have got an idea because I know how much spec to be changed, than I myself tell the designer that I want the design to be like this, so whatever I say he will design like that. Ya, actually they tell us, garments working outside is actually is our ideas as winter is approaching long sleeves will work, or full length will work etc ideas are given by us actually (CMT-1/P2/M-32/Gujarathi/Unit)

A... this is a regular trade as like people go in the shop they want different variety, right design, all the time different. All the time new; we make changes in that. For example, this t-shirt we make some changes like we keep beading, or else we do hem in the same place or different design or different prints. If you go in a shop there are same colour t-shirts with different prints they do these type of changes or variety actually. If it are t-shirts they are going to change the prints, if they are

dress they change the collar like these type of few changes. Same way they keep on changing few things further and they keep on getting new ideas actually (CMT-2/M-38/Gujarathi/Unit)

Creating a special strategy of design and sales is found amongst the designers JD, CD, CMT-1. Designers need a special strategy in designing: CD and CMTs' design cloths for celebrities and supermodels, building their names in the designing industry. JD has his orthodox way of designing the jewellery after finding out the tastes and preference of customers and translating their tastes into shapes indicating their love stories in the jewellery pieces. Creating a special or unique designing strategy is also found in the research by Bryson and Taylor (2010) in the jewellery and locks industry.

Product range strategies are only found in the jewellery industry as they select having specialty in one item of jewellery or particular brand. DB has products of one reputed brand and sell only that brand product; whereas RT has all the latest jewellery stock compared to their competitors, W-1 has neck-chains as its specialist selling product and W-2 has small items less than two grams as its product line.

An inimitable product line is an essential feature to stand apart from the market competition through jewellery items which cannot be easily copied by competitors. JD designs according to the love story of the client couple and blends this into shapes that are unique in themselves, so no one else can copy his line. DB is a brand product franchisee and the franchiser will not provide other franchisees in the same country, so DB is exclusive to this brand of products. RT has the latest items, such as white gold, platinum, diamond and silver jewellery items, under franchise from three designer brands which none of his local competitors have. In line with Mathur et al., (2007), tangible PM assets will make the PM process valuable, with company support, but intangible PM assets will make the PM process valuable, with company support, rare and inimitable so that others cannot copy these unique features of UK FI SMEs cases.

A research paper by Bryson and Taylor (2010) has argued on competitiveness by design and becoming inimitable through service by using RBV as its competitive advantage. The research focused on the jewellery industry in the UK, West Midland jewellery and lock industry, presenting the manufacturing firms that sell products that have many characteristics of a service. The jewellery cases' main feature is customised or bespoke jewellery made by DB, RT and JD, which benefits the firms in building face-to-face, locking the customers for a long-term relationship. Also, providing the services of diamond certification and jewellery valuation is the inimitable strategy of these UK FI SMEs cases.

An inimitable product line makes the jewellery pieces (products) unique, in reasoning not easy to copy in competition preserving its importance in market position, having core RBV features of imitable, rare, valuable and non-substitutable helps the retailers and wholesaler differentiating their product line in competition (Ambrosini and Bowman, 2009).

Introducing specialisation in the product line in the jewellery industry is found in cases DB, W-1, W-2, RT and JD. Examples of the cases dealing in gold are W-1 in 22-carat neck chains, W-2 in small items less than 2 grams in 21-carat gold, RT in a variety of items in 18-carat white gold, 21-, 22- and 24-carat gold, platinum, palladium and silver, and diamond, platinum and white gold jewellery by JD.

Changing the product line is important in the jewellery industry, and is adopted by cases DB, W-2 and JD; they had to change their product line as the old product line was not capable enough for their survival in the changing hyper market competition. Changing customer demands and preferences required the jewellery industry to adjust their stock according to customers' changing tastes. The young generation is more interested in buying white gold, platinum, diamonds and designer jewellery; for daily wear they prefer wearing dainty and manageable jewellery made out of 18- or 21–

carat gold, which does not break easily. Pollard (2004) evidenced that in the jewellery industry market, expansion was facilitated by passing the Lower Standards Act 1854 to introduce 9-, 12- and 15-carat gold with legalisation (in addition to the customary 18- and 22-carat gold standards) boosting affordable jewellery and mass production.

Brand franchising is an added advantage found helping DB and RT. DB has all its jewellery items from a reputed brand in the jewellery industry, whereas RT has three brand products franchised, making RT more reputed in the market. RT also has a branded watches dealership making them more excusive amongst local competition. The brand-holding company selects the wholesalers or retailers by their good reputation and credit history in the market. Only after this scanning is the franchisee given a brand, so it is prestigious for the wholesalers and RT to get these brand items.

Learning CAD designing or diamond grading is found beneficial in the jewellery industry: DB, RT and JD learnt this after starting dealing in diamonds. JD also learned CAD designing enhanced his designing process; this started generating extra revenue, saving the cost of outsourcing this service to Singapore. Learning is also found as a DC by Lin and Wu (2014) in their research which explored the role of DC in firm performance under the RBV framework, which is also supported by Breznik and Hisrich (2014).

6.9 Manufacturing capabilities in the UK FI SME cases

Manufacturing capabilities used in the UK FI SMEs cases are routine and expansion capabilities. Routine manufacturing capabilities found are quality, time, budget and repeat projects; and expansion manufacturing capabilities getting direct orders from the stores, staring designing, printing and manufacturing unit and getting projects from other countries. Clothing industry quality includes special size specifications for a single size from all given store groups, for example, size 8 for retailer-X is different

from retailer-Y and retailer-Z. Completing projects on time, within budget and specified quality also enables them to receive further projects for their subsistence and growth. DC come from the routine operations and process, as asserted by Winter (2003), through the specificity of the objectives derived from repetitive, highly-patterned, routine activities. Thus manufacturing capabilities are all routine repetitive process activities for all case-companies in FI, and are required to complete their projects. Manufacturing capabilities are also found in research by Maylor et al. (2014), Arafa and Elmaraghy (2011) and Towers and Burnes (2008), although they have found only basic manufacturing capabilities.

Good quality in finishing of jewellery and garment items is required in all cases of UK FI SMEs. For superior quality finishing with their jewellery items, customers are even ready to pay a premium price.

Completing on time is essential for projects in UK FI SMEs; but timing in the clothing and jewellery industry depends on the situation. The CMTs have very time-specific projects, as ready garments have to be delivered to the stores according to the date decided, or else the stores have the right to waive their orders. CD has the right to waive the order with fabric suppliers if the fabric supplier does not deliver on time; for if the order is going to be delayed the store would in turn reject the order (project). Whereas, in jewellery industry cases, like, DB, W-1, W-2 and RT, if their urgent orders are delayed, the project is adjusted or giving alternative jewellery from the stock to wear on the occasions of wedding or engagements.

Budgets are an important element in the projects of clothing industries, as time, budget and quality is decided before the orders (projects) are taken. Further, if the budget exceeds the decided arrangements, it is a loss for CD and the CMTs; if the middlemen or stores understand the situation they might pay for this exceeded budget. If the budget is exceeded in the clothing industry, it is to provide better quality trimmings

(accessories) in the garments or to provide superior quality of finishing in them. In the jewellery industry, changes are informed to customers before taking the order (project) about the rough budget exceeding the estimate of the jewellery piece, as the weight of jewellery pieces cannot always be estimated correctly and there may be a need for some space for adjustments.

FI needs its projects to complete on time, within budget and with specified quality; but to provide superior quality finishing's time and budget are adjusted as per requirements of the cases. Highlighted by previous research, time, budget and quality are the most essential requirements of projects (Wacker and Sheu, 2006; Bruce and Daly, 2006), which are also important characteristics of any projects (Bryde, 2003), including SMEs' (Aquil, 2013).

Repeat orders are proved to be beneficial with DB, RT, W-1, W-2, CD, CMT-1 and CMT-2 due to the same or repeat operations saving developmental costs, or process required in first sample development for CD. For CMT-1 and CMT-2, workers work faster as they have learned the garment stitching with the initial order, so with repeat orders work is done faster, saving time and wages. In the jewellery industry, repeat orders save time in sending and explaining specifications to the wholesalers.

JD has unique and non-repeating designs, so he has no orders repeating exactly the same; also, he limits the number of projects to 35 to 40 pieces annually. JD earns more profits from each piece as his customers are assured that none of their purchased designs will be repeated in the market now or in near future. Whereas in the rest of the cases, larger quantity repeat orders are most profitable for their company.

Getting direct orders from the stores is a capability used in the cases for achieving further growth in order to remove the middlemen from the sales chain and to increase their profits. CD, CMT-1 and CMT-2 try to get their orders (projects) directly from the stores as they can realise full profits from those projects without having to pay any

commission to middlemen. In the jewellery industry, DB, W-1 and W-2 are found getting direct orders from stores.

In contrast to these cases, RT has direct consumers as their customers so they do not get direct order from stores. JD, however, does not want to work through any stores, as it may reduce demand for his jewellery items; also JD will have no exclusiveness in designing his jewellery pieces. Another reason for turning down the approaches of stores was about profits, which would be reduced due to store commissions taken from the sales of JD's jewellery pieces. A payment delay due to stores' policies is another reason for JD not to deal through stores; this is confirmed by his quote below.

> *I turned down to stores called Harrow and Pandora's and Neem and market in Paris which are equal to Harrow and Pandora's in UK. There are number of reasons, no 1 you are going deal with companies which has limited returns, it's also about price when they will pay you it will be squeeze in the price, they pay you 90/100 later. Therefore you can't afford to make new pieces all the times, your money is blocked. Secondly you are exposing your market. Right type of customers came in these stores but you lose exclusivity, buzz opens up to lot more people. That all comes in market, marketing in one umbrella, for example, if I got one thing in exhibition or auction houses then all different story. If it is auction houses, people are bidding buy that one piece, value of the piece accelerate.* (*JD/M-30/English/Office)*

Starting a design or print unit is introduced to achieve higher growth in their industry and to make more profit through this new introduced business. JD started a whole new workshop through his business and also introduced a few more stores and designers: starting from two people, slowly increasing to twenty-five people at present. This also generated revenues through this workshop; JD also introduced CAD designing by

learning CAD, adding in his profits. CD became a partner in two CMT units (for clarity, not CMT-1 or CMT-2), so his projects can be made by those units, and he also receives commission from these CMTs. CMT-1 introduced designing to make more profit and get direct orders from stores; now they are planning to start printing in the unit as fabric needs printing for a few orders and this will generate some further revenues for CMT-1.

Starting new business units or expanding the business is always expected to be a growth opportunity (Lindgren et al., 2010; Brady, 2004). These FI case companies are making small expansions in their own industry, knowing their own resources and knowledge. CD and CMT have started a design or print unit through their own contacts in the field; this not only maximises their profits but also brings more business.

In contrast to the above cases, DB, RT, W-1 and W-2 outsource their jewellery products and need no introduction of any units, as these cases had manufacturing units in the UK a few years ago which were more expensive and made no profit. The jewellery manufacturing process is labour-intensive and requires particular specialist tasks which are given to other workshops. So, these cases decided to adopt outsourcing jewellery and avoid manufacturing jewellery in the UK.

Getting orders from European countries (exporting the goods) was also amongst those few capabilities for achieving further growth adopted by two of the cases, CMT-2 and JD. JD has a small number of customers from other countries, whereas CMT-2 has orders from Spain and Norway. CMT-2 is paid in advance and on time for these orders, so CMT-2 is willing to take more orders from them.

6.10 Jewellery industry capabilities in the UK FI SME cases

Jewellery industry capabilities are employed only by the jewellery industry, as they are found to help that industry; capabilities are pursued to benefit the jewellery industry. Jewellery industry capabilities have to deal with outsourcing and trust and relations as crucial requirements for the industry. Each capability is discussed in detail with the similarities and differences in the cases.

Outsourcing to cheap companies or countries is essential for W-1, W-2 and RT as they have to earn their profits between the purchase and the selling prices of the jewellery pieces. It is essential to search for the cheapest available option or destination where these cases can get the cheapest jewellery. It also applies to the destinations where they do not have to pay higher tax or import duties; for example, as shown by Grant and Taylor's (2004) study that stated Dubai as tax-free for the gold trade.

Outsourcing of jewellery started with the increase in wage rate in the UK and the abandoning of cheap imported jewellery from other countries, which forced the jewellery cases to find cheap outsourcing destinations for increasing their profit margins from sales. Outsourcing is preferred to avoid manufacturing expenses, reducing investments on production cost and management (Kannabiran and Bhaumik, 2005), also, for improving getting new designs, assurance on purity, volume demand and getting unique designs from other destinations.

Reducing the timing of the outsourcing is suggested by RT as its projects get delayed due to long lead time of six to seven week timings taken for outsourcing. Wholesalers need to order their stock (project) twice a month to keep their stock refreshed, and also having new designs frequently. Jewellery industry capabilities also include reducing the period in outsourcing or reducing the timing in introduction of new products in the market, which has also been found in research by Bryson and Taylor (2010). The jewellery industry is making use of postal services to get their sales stock from the

destination country every six to seven weeks, which can be reduced by two or three weeks to get new stock and order projects faster.

Trust and relations is vital for dealing, as the jewellery industry deals only with known people in the jewellery community, as references are needed for giving gold stock as credit. The jewellery cases dealings are done with their own (Gujarathi) community or people in the jewellery trade and can provide references for a few of their customers or people in the jewellery trade. DB has given his franchise to those retailers who have a good reputation in the market and have been established for a long time, building trust in the market. W-1 and W-2 sell their jewellery to retailers who have been in the trade for more than 15 years, knowing their credit history. Trust and security is an important aspect in trading with each other and also with the fear of no other person or competitor taking business is identified by Pollard (2004) in the UK jewellery industry.

6.11 Case status categories in UK FI SME cases

As per the cross-case findings of this study, cases have been given ranks in table 6.1. Cases are shown with their earned rank through the use of number of themes in previous chapter five and after the cross-case analysis done as per shown in table 6.1.

Table 6.2: Ranks of the UK FI SME Cases

Industry	JI				DI		CMTs	
Case company	DB	W1	W2	RT	JD	CD	CMT1	CMT2
Rank	2	5	4	4	1	3	3	6

According to table 6.2, case companies are divided into three groups: Aspirers or trend makers, Competitors or trend followers and Survivors or Ad hoc planners. Case companies are divided into status categories according to their rank achieved from the

cross-case analysis of this research. These status categories and the case companies following in these status categories are presented in table 6.3.

Table 6.3: Status categories of the UK FI SME Cases

	Aspirers Trend makers	Competitors Trend Followers	Survivors Ad hoc planners
Case	JD	RT	W1
Rank	1	4	5
Case	DB	W2	CMT2
Rank	2	4	6
Case	CD		
Rank	3		
Case	CMT1		
Rank	3		

Aspirers have got DCs which are higher than the other two categories; as their speed of implementing new ideas, their willingness to seek new business opportunities, and their willingness to learn new things has been higher than the other two categories. Aspirers have grown and expanded in the last few years because of these qualities, where growth is counted in the form of expansion in size of business (increase in the number of people working with the company), exclusivity (designs and brand), new business opportunities (e.g., design and print unit, manufacturing upgrades, self-directed learning or taking training). Aspirer companies, even those currently in first position, want to go further: from the interviews, Researcher found out that they are still in search of new business opportunities. Learning is taken in order to be ahead of the competition for new business. Competitors or trend followers have sensed opportunities but have not made efforts to implement them in practice. Hence, they are following the trends which are required to be ahead in the market. They have got opportunities waiting on the way but they are working to achieve them. Whereas survivors or ad hoc planners have not yet attained any such opportunities in their

development process; and are contained by what they have got. Also, a few negative statements were found about their industry or business survival in the near future by W-2. Survivors or ad hoc planners have employed fewer capabilities due to their lack of knowledge and innovation abilities as found from these cases. Figure 6.1 presents the three status categories and their upwards raising development in the market. Case companies with higher capabilities are top of the market and trends; the rest follow according to their utilisation of their capabilities.

Figure 6.2: Status categories of cases in the UK FI SMEs

6.12 Summary

Knowing the DC of each case and aligning it with its PM practice will help individual cases to extend further in their business line. Successful cases like Jewellery Designer (JD), Designer Brand (DB), Clothing Designer (CD) and Cut Make and Trim unit-1 (CMT-1), who have achieved growth have found robust (regenerative) DC, and further

adopted PM practices most suitable for their project processes. Differentiation from competitors, increasing profitability and retaining market position with new product development are strategic tools for the fashion industry. However, decision-making or strategy vision is in the hands of the owners who have to choose the right concept what will work in the market (Lin and Piercy, 2013).

Upstream partners in the chain, such as designers, introduce the latest technology in designing and manufacturing such as CAD/CAM, Vetigraph, automatic cutting machines etc. Whereas, wholesalers and retailers need communication technologies such as smart phones with WhatsApp, email, video conferencing, Skype, and smart phone messaging. They need marketing, advertising and networking, analysing upcoming trends and passing them on to manufacturers for their business. They need to keep their product specialty, such as high quality, branded, low price, lower weight, or product (e.g., chains) to make their unique selling point. Jewellery industry up-stream designers and manufacturers work on designing skills, manufacturing quality and contacts with wholesalers through networking and trust. However, there are unpredictable and unavoidable changes in the jewellery industry due to the fluctuating gold price, making it challenging to manage successful completion and progress of complex fashion projects.

New opportunities taken by cases are also found to be capabilities, skill and knowledge of higher management through their own innovation, learning and networks. This chapter has compared the findings amongst all eight cases, presenting similarities and differences between the cases. Also, three status categories have divided the cases according to the ranks earned by the cases; showing the benchmarking tools for being in the higher position.

Chapter seven will summarise this research as a whole in terms of analysis and findings. Also, this chapter will try to specifically answer four objectives, analysed

PM and DC use in the UK FI SMEs cases. The chapter also discusses the implications, limitations, and suggestions on future research. The final section of the chapter discusses the researcher's personal reflections in conducting this research.

CHAPTER SEVEN: CONCLUSION

7.1 Introduction

The aim of this research was to investigate dynamic capabilities (DC) underlying project management (PM) in the UK fashion industry (FI) SMEs, which was found from the routine project operations of the case companies in the UK FI SMEs. The study has demonstrated application of DC theory for the volatile and fast-changing environment in the FI, and PM is found to be a DC in managing projects of the UK FI SMEs. Section 7.2 reviews the research aim and objectives. Section 7.3 portrays the research's main findings which are according to the four main themes of the research. Section 7.4 highlights the research contributions (theoretical and practical). Section 7.5 discusses the implications for research, policy and practice. Section 7.6 presents the research limitations. Section 7.7 discusses the implications for future research. The final Section 7.8 illustrates personal reflections experienced during the research.

7.2 Review of research aim and objectives

The aim of the research was to investigate DC underlying PM in UK fashion industry SMEs; in order to achieve this aim the study targeted four research objectives which are each reviewed in this section.

7.2.1 Objective 1

The first objective was to analyse PM capabilities used by the UK FI SMEs. In order to achieve this objective, basic projects, PM, problems in projects, unsuccessful projects, reasons behind unsuccessful projects, successful projects and reasons behind

successful project where studied in the case studies, in chapters four. Further, for finding the PM capabilities used with the cases, the research studied the routine management operations used in their projects. Hence, PM capabilities of the UK FI SMEs where found from this research; PM capabilities found are PM knowledge areas presented in analysis and discussion chapter five. Also, PM operations, requirements and capabilities used by the cases in the UK FI SMEs are found in the PM requirements in the cross-case and discussion chapter six.

PM has a long history of use in projects of large and small fashion industry enterprises as discussed in chapter two. However, the practical use of PM is very limited in non-specialist UK FI SMEs, regardless of PM's recent importance and growth in practice. The literature review found the gap of practical use of PM in SMEs, due to limitations of resources and knowledge. High competitions need UK FI SMEs' managements to adopt some distinct, routine project operations to stand apart from the rest of the competitors.

This study demonstrated PM capabilities are also analysed with the project lifecycle stages available in the theory of PM, namely, initiation, planning, execution, monitoring and controlling and closing of the projects in data analysis, presentation and discussion chapter five. Also, previous literature reviews related to PM in SMEs are presented in the literature review; and those are discussed with the findings of this research in chapter five and chapter six.

Previous literature on FI SMEs, DC in SMEs and DC in FI are also discussed in detail in the literature review, further discussing it with current study findings in chapter five and six. These studies helped in analysing PM operations in the FI and comparing them with this study.

7.2.2 Objective 2

The second objective was to analyse and understand how these capabilities are developed over time in the FI. As the previous objective identified PM capabilities in the UK FI SMEs, this objective first need to identify all the DC used with the cases. So, to achieve this objective, the research identified DC used by UK FI SMEs in chapter five. Data analysis also found DC and how they were developed over time through sensing new opportunities from the business of the cases. The first DC is found to be PM, which is discussed above with objective one. The second DC is sensing new opportunities, which are new opportunities found from the internal resources of the cases or by learning new skills or taking training to learn new skills which will help starting a new business line. Also, designers' special skills in designing are found to be DC which is enhanced over time. The study also found routine and expansion manufacturing capabilities; the latter are created for getting further growth and jewellery industry capabilities which are created to achieve further growth of the case companies. When study cases observed their business competencies have slowed down due to growing competition, they are found renewing or creating new exciting capabilities which are not found in any given UK FI SMEs context.

7.2.3 Objective 3

The third study objective was to analyse the drivers and barriers in developing PM capabilities in UK FI SMEs, which is addressed in cross-case chapter six. The research found PM operations, requirements, lifecycle cycle stages and PM capabilities identified from this research which are discussed, comparing with the literature review. Interviews also covered problems in adopting PM practices and reasons for not adopting PM, which exposed real-life reasons for using and not using PM capabilities.

7.2.4 Objective 4

The fourth study objective was to Analyse literature linking PM and DC; Analyse and understand the UK FI SMEs using PM and DC to make appropriate suggestions to the case companies. In order to achieve this objective, intensive literature review of journal papers and books were done which discussed PM and DC. Hence, this shows that PM activities or operations of the UK FI SMEs which are carried according to learned patterns are DC of these case companies. Detailed discussion is in section 6.6.

7.3 Summary of findings

After reviewing and targeting the four objectives, the eight multiple case studies resulted in various findings. These findings are categorised into four main themes, with further sub-categories or themes. The first theme is PM capabilities which included sub-categories for communications, ethics, monitoring and controlling, settlement of payments, planning and information-systems for basic operations. Examples are making use of simple technologies such as WhatsApp and Viber smart phone applications for project communication; planning for community festive seasons and maintaining information systems for design and other records. These PM capabilities are helping UK FI SME cases in completing their routine project operations more effectively and efficiently. Previous research in UK FI SMEs has found tools and techniques as their findings, whereas this research has provided PM life cycle stages, capabilities, operations, requirements, drivers and barriers. Research found DC in basic daily operations and found DC underlying PM approaches in the case companies, which led to development over time in the trade. Further detailed discussion can be found in section 5.2.7 and cross-case discussion in 6.2.4.

The second theme is sensing new opportunities with sub-categories or themes of marketing, manufacturing, designing, product range and learning strategies; all these themes are employed to achieve higher growth in the UK FI SME cases. Further detailed discussion is in section 5.3.6 and cross-case discussion in 6.8.

The third theme is manufacturing capabilities with sub-categories of routine manufacturing capabilities, namely, good quality, repeat orders, completing on time and within budget for basic management and for helping in getting constant and regular manufacturing projects. The second sub-category is expansion manufacturing capabilities which includes getting direct orders from the stores, starting a designing unit or printing unit and getting orders from European countries (exporting) sub-category that has helped cases in the UK FI SMEs for the case companies' further development. Further detailed discussion is in section 5.4.3 and cross-case discussion in 6.9.

The fourth theme is jewellery industry capabilities with sub-categories of outsourcing and trust and relations, which are for basic dealing in the jewellery industry. For achieving higher growth, the cases have suggested outsourcing from the cheap options or countries and reducing the timing of outsourcing. Further detailed discussion is found in sections 5.5.3 and cross-case discussion in 6.10.

7.4 Research contributions

7.4.1 Theoretical

PM capabilities are suggested for management use of SMEs which can be applicable to SMEs in other contexts, as this is the starting point in implementing PM in projects of the UK FI SMEs. The study has exposed the real PM practices in the SME case companies in the UK FI, covering traditional management practices with designers, manufacturers, wholesalers and retailers in the jewellery and clothing industry,

principally in the Gujarati community. The cases have developed their PM practices over time through their own innovations, experience and own training (learning), taking innovative ways of surviving in the market and for further expansion or growth. The theoretical contribution for PM is routine DC, found in the cases of the UK FI SMEs.

Benchmarking categories (Aspirers, Trend followers, Survivors) are given to the cases with points of suggestion and improvement. Trend followers are suggested some improvements for stepping into the category of aspirers. Survivors (or Ad hoc) planners are suggested to take forward steps improving on capabilities lacking in them, while observing aspirers and trend followers. Aspirers in the fashion SMEs present robust DC with PM capabilities; PM practices are adopted by self-training, knowledge and innovation based on their own experience in the industry. Sensing (creating) new opportunities in their trade can also help in the wider context for further development in the SMEs in any other field. Improving on the barriers and improving on the suggestion points can help Survivors planners to grow and expand further in their business lines.

Organisational ethnography done with the UK FI SME cases has provided real insight in analysing the PM with the selected eight case studies. Ethnography was beneficial as Researcher belong to the same community as those of the selected cases, which also has advantage of easily getting access to all the sites.

The study made a theoretic contribution to make a contribution for the development of PM practices in the UK FI SMEs. PM tools will help the case companies in improving their PM practices. The SMEs make no use of PM tools, such as techniques like work breakdown structures (WBS), or accurate reporting of risks, issues or time, and these will help team-building and task-sharing. The case companies also need proper planning and scheduling techniques. Planning techniques of scope, requirements, resources, finance, quality, risk, stakeholders, communications, and change

management can improve PM performance in the case companies. Scheduling tools like Gantt charts or Microsoft Project will help the case companies in completing projects more accurately. A project responsibility assignment matrix (RAM) will help in guiding the team and the responsibilities required by each player involved in the projects. Hence, a need for training in or innovative learning of PM may prove beneficial to enhance project performance. All these techniques can be learned from their own innovation or learning online; no formal training is required in using these techniques. Such PM processes are used by the fashion which is easy to understand and uses the least amount of resources.

PM theory needs to be adjusted to meet the requirements of SMEs, as the available theory mostly concentrates on large companies. PM knowledge and appropriate use of tools and techniques to fit its operations will benefit the fashion industry in many ways.

7.4.2 Practical

The study contributed suggesting simple dynamic PM practices for the UK Fashion Industry SMEs. Research findings highlighted the important areas to focus for sensing new opportunities specific to each industry based on their current practices. Finally, the study stressed the role of DC required for Fashion SMEs, which is highly ignored in the existing literature.

Project specifications or requirements are the main base of the projects with SME cases in the UK FI. Specifications or measurements with pictures in the clothing industry and pictures or designs with required instructions in the jewellery industry are the starting point of FI projects. Projects start with sending emails or photos through communication methods as physical meeting is not possible in the busy FI. A communication channel is vital for clear specifications for the required clothing or jewellery items. Applications like WhatsApp and Viber enable re-evaluation in

exchanging the samples and designs required. Further introduction of such applications will help the FI in their project communications. Communication in the FI has also helped some cases in monitoring, controlling and tracking their projects. CAD files used by JD are accurate and there is no chance of misunderstanding any specifications and which reduces to a minimum the chance of jewellery pieces being rejected by his customers. PM communications are also important for outsourced services, which are done through smart phone apps like WhatsApp and Viber. These apps make design exchange much easier and faster than ever; designs are developed and the sample is instantly sent by WhatsApp for further approval.

The study has identified sensing new opportunities in the trade, which will help UK FI SME case companies in finding new business lines in their respective trades. The study has identify manufacturing capabilities, which will help cases with a manufacturing base in the UK, as some case companies have emphasised returning (reshoring) manufacturing to the UK in the last two to three years. The study identified capabilities helping the jewellery industry in UK FI SMEs.

The Jewellery industry is surviving by outsourcing jewellery items to other countries and selling in the UK, due to increasing local labour costs and fluctuating gold prices. But outsourcing has the largest constraints of long lead times (five to six weeks) from other countries, whereas jewellery manufacturers in the UK are benefitting from short lead times (a week or even less) with best quality finishing. Clothing retailers, however, prefer manufacturing to be done in the UK, due to requirements like short lead time (two weeks) and superior quality stitching.

7.5 Research implications for SME case companies and decision makers

The UK FI SME cases have to think out of the box; the cases will benefit if they swim in the opposite direction than the majority of competitors in the market. They should try to do unusual things and explore new innovations to be ahead of the market.

Jigs jewellery designer is found to be ahead of his competitors, as he has targeted the global market, with most of his customers are international preferring international designs. This is good as other JI cases have Asians as their major customers, and their rarely target or is limited for non-Asia and international customers and their preferences in their sales stock.

Designer brand are ahead in the 22-carat local market due to the brand's superior quality jewellery, and they charge a high price for this branded jewellery to their retailers. Designer brand earns more on selling their few pieces of jewellery compared to the ordinary 22-carat jewellery wholesalers.

Clothing designer is ahead in the designing field as he designs the garment for high street brands with high cost and superior quality of the material used in making the garments. This enables him to earn more profits from each garment he sells to his customers (stores and brands). The clothing designer also gets more customers' attention in the local market as he designs the clothes for super models and popular celebrities.

CMT-1 is a young entrepreneur with hunger to grow higher in his field; the director is always in search for the new opportunities.

Retailers are constantly analysing their customers' choices through searching for new suppliers with innovative product ranges of jewellery.

Wholesaler-2 has sensed new opportunities and is trying to implement them but he lacks manpower for taking his plans ahead, but cannot just take in any outsider to help due to risk factors.

Wholesaler-1's business is surviving on contacts in the field and knowledge of the trade for the last twenty-five years; but the interview with the case found many negative attitudes towards his survival and also to the survival of the 22-carat gold market. Lack of confidence is due to lack of education and innovative skills in his business.

CMT-2 cannot take any further orders to expand his business due to fear of getting stuck with the management skills. This due to lack of education and innovative skills; the business is surviving due to networking and knowledge in CMT trade from the last nineteen years.

7.6 Implications and suggestions to FI

Table 7.1 suggests implementing some points of PM and DC to the UK FI SME cases from the above discussions.

Table 7.1: Suggestions for the three fashion industries

Themes	Jewellery	Designers	Clothing

PM capabilities	Making use of PM tools and techniques will help completion of projects more efficiently. PMIS and maintaining design data base will help in sales and further designing. Project templates will help in taking and processing orders. . Reducing the lead time in manufacturing. And reducing uncertainty in outsourcing the row materials from suppliers.	Making use of PM tools and techniques will help completion of projects more efficiently. PMIS and maintaining design data base will help in sales and further designing. . Reducing the lead time in manufacturing. And reducing uncertainty in outsourcing the row materials from suppliers.	Improving project processes by more formal PM practices. Adopting practice to suit its size and operations. PMIS with design and patterns database will help in future design development. Project office needs to be maintained more formally. Project templates will help in taking and completing orders. Reducing the lead time in manufacturing. And reducing uncertainty in outsourcing the row materials from suppliers.
Sensing new opportunities	Adopting strong DC for survival. Sensing new opportunities form example shown or described in the study. New markets, customers, digital strategies and learning are required in the JI.	Networking and advertisements at trade shows and fairs' using digital strategies (e.g. websites) and social networking as communication channels is essential for Sensing new opportunities. Self-learning keeping high knowledge in designer field.	Sensing new opportunities from example shown or described in the study. New markets, customers, digital strategies and learning are required in CMTs

Manufacturing capabilities		Expansion of the manufacturing capabilities.	Expansion of the manufacturing capabilities.
Jewellery industry capabilities	Reducing lead time taken in outsourcing the manufacturing products abroad.	N/A	N/A

Table 7.1 also suggests making use of techniques with the four themes found by the study. Fixed templates for taking and sending orders will help the jewellery industry to take, send and keep project records for future use; and creating more user-friendly ways of sending project specifications for the jewellery industry and specifications (measurements) for the clothing industry. Researcher speculates companies need to maintain complete information systems to get a complete picture of records of previous projects, to refer to designs for future use and to check profit margins. Cases having individuals in combination with extensive use of tacit knowledge, PM knowledge, innovative ideas and unique customer service will have a future in the volatile FI environment.

7.7 Research limitations and future research

Data collection is limited to UK SMEs in the areas of Leicestershire, Luton and London, so it has not covered the whole UK. Due to access constraints, data is limited to two designers, two CMT's, three wholesalers, and one retailer. Only one retailer in the lower-end chain cannot provide a clear picture about retailers' DC and PM in general; Research is also limited to the Gujarathi community, hence, it is restricted to this community and findings are also limited to the community. Moreover, only the jewellery designer has mixed cultures working at its workshop in London.

Also the research had limited time to collect the data due to PhD study. Longitudinal studies would be able to see the successful cases more deeply and practically.

Limited knowledge of PM in fashion SMEs found the cases have not attained the maturity stage in PM practices; they are in the growth and development maturity stages. Although having access to many other companies, data collection was not possible for the lack of the participants' knowledge of research work, as they believe that the information will be misused.

Gujarati jewellery cases are mostly family businesses, coming from inheritance, so the suppliers and buyers are also restricted from the perspective of tradition. Introducing new suppliers and buyers can open new business strategies, but due to factors like trust and security, the cases have restricted their business to a limited and certain number of buyers and suppliers. Traditional business practices have also led the cases to their strict educational and innovative learning capabilities as cases are earning profits, which restrict them from trying anything new to expand their business.

Clothing stores delay in making payments to CMTs for ready garments delivered. This blocks CMTs' finance which can be better utilised for new projects. Study can be conducted in wider contexts or in other countries with cross-case or cross-cultural comparisons, as this study are limited to UK SMEs.

7.8 Future research

Further study can be conducted by a quantitative survey to generalise the results with a large sample size; variables can be selected from the study's categories and sub categories. The study has focused on SMEs in the UK; further studies can be taken with large fashion manufacturers and reputed clothing and jewellery industry stores in the UK.

PM practices in the FI are different compared to other industries; so, studies can be made comparing the PM practices of the fashion industry with other industries. Studies will be useful on DC found in large companies in the FI, as this will find

differences and similarities amongst this and other industries within the UK and within other countries. The next section discusses the author's personal reflections found while conducting this research.

7.9 Personal reflections

The core reflexivity consists of an interest in the way we construct PM knowledge socially while also constructing objects (out there) in our research (Alvesson and Sköldberg, 2009, p. 245). Meanings come from seeing or observations; as the meanings are not lying to be scooped up by the senses, which researcher has constructed around environment with the cases in the UK FI SME cases. Rather, meanings are constructed in their context, which means they are produced from the interpretations of the actors in the FI.

Having almost ten years of experience in the UK jewellery SMEs' and in cloth designing has increased researchers curiosity to take this research in the field of project management in particular, FI. Even among thou Researcher has worked for a long time in the jewellery industry, Researcher has never found insightful knowledge in the PM side of the industry. Being an insider researcher researched processes that made her learn and know many hidden features in the jewellery, designer and cloth manufacturing units.

Researcher's inner thirst of finding PM with the case companies started after the practices found in the previous literature review from PM in SMEs. But the practices with cases in the UK FI SMEs were different from those maintained in the theories; they practise PM according to their own knowledge and convenience. They have got their simple technologies used as techniques to complete their projects. Some of the cases are practising old-style PM by writing on pieces of paper so that do not forget project information.

Jewellery industry project practices have been corrected through, experiments and simple but effective techniques have been introduced with retailers while researching and working with them. Also, CMTs asked for researcher's suggestions and techniques once the data collection was completed with them; this made me analyse and suggest new implementations to improve their PM practices. These made me feel a real-life researcher providing the cases with practical implications in the PM process. Cases such as retailers and CMT-1 were conveyed these suggestions to the companies and their responses are positive towards. The quotes below suggest assistances got from the suggestions made for the cases.

> *These suggestions has benefitted as in taking and delivering the projects more efficiently. (RT/P1/F-32/English/Shop)*

> *Suggestions have helped us lots in our daily order taking management of CMT.* (*CMT-1/P1/M-32/Gujarathi/Unit)*

Researcher enjoyed collecting her data through semi-structured interviews and document analysis. Three interviews where taken in Gujarati and translated and transcribed in English. Researcher was able to learn doing ethnographic study by spending several days taking their interviews and doing observations on their sites. Through doing organisation ethnography, companies can be studied on a micro-level by understanding their basic routine operations and diagnosing true and hidden practices at the organisation level. Qualitative studies are mostly limited to in-depth interviews and observations, which are limited and not enough to completely get a clear picture of the phenomenon under research. Researching with known communities helped me gain real insider information without any access issues or any gatekeeper restrictions.

Research suggestions were implemented with retailers and CMT-1; PM practices for improved performance. PM practises were adopted according to their requirements.

Corrective actions were taken to reduce bias and avoid putting researcher's personal influence in the data collection or analysis of this research. As an interpretative researcher, which need to be reflexive in its data collection and analysis processes. DCs found from the JI, DI and CMTs are simple and easily implementable features and other industries can learn and develop from these practices. Benchmarking categories represent why each case is placed in that category; how other low-performing categories can become educated and grow or develop towards a higher-level category.

Companies are not categorised according to their financial performance; but they are categorised according to their growth and development in the last few years and innovative DCs used.

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Appendix A: DC underlying PM in UK fashion industry interview protocol/Guide

Name of interviewee:-
Designation:-
Company (SME):-
Date and Time: -
Address: -

Section 1: PM operations, knowledge, problems, project portfolio management, successful projects.

1. Basic project functions of FI

2. Project management knowledge? Define PM? Give some concept or examples of PM (Managing your process from taking your orders to completing the project)

3. Problems in completing the project

4. Project requirements- Skills/management/technologies for completing projects.

5. Define successful projects of the company

Section 2: DC linked to successful projects- Reasons (requirements) for a successful project and unsuccessful projects

Section 3: Importance of budget, time and customer satisfaction in FI projects- Budget, time and scope in fashion project

Section 4: PM planning- Planning used for stock, manufacturing orders and designing.

Section 5: PM Information systems- Information system maintained with company.

Section 6: DC of manufacturing, marketing and product range of FI SMEs

Section 7: DC of FI designing- Design Management of company

Section 8: PM stages- PM stages (initiating, planning, monitoring, implementing, controlling and closing in company)

Section 9: Improvements/ adapted/ change for new opportunities of FI SMEs

Section 10: PM knowledge- PM knowledge. PM practices shared by

1. Suppliers
2. Retailers
3. Innovations
4. Training
5. PM certifications

6. Useful things found in FI PM practices

Appendix B: Interview transcripts of Wholesaler-1

Interviewer: - Unsuccessful projects

Respondent: - not being able to fulfil my orders.

Interviewer: - if things are not made according to....

Respondent: - wrong specifications come through.

Interviewer: - Is it happens that project is not successful because customer is not satisfied they return you change it!

Respondent: - no

Interviewer: - you exchange it to keep them happy

Respondent: - we have to work round it I will need leave way as I can't sent the good back abroad. Then goods come back I will offer them little discount or give it to another shop. Then I have to run around 2 different shops but there is always the demand.

Interviewer: - Demand.... if one thing is not working at one place it might have demand other place.

Respondent: - if there are 2 different shop on same road one thing might not work at one shop might work in other shop.

Interviewer: - Suppose you have big order does not goes through you have to melt your gold and make something new.

Respondent: - I don't take too big project, if you are on too big projects then too many factors which can go wrong. If we are on small projects, even if it is wrong projects then we can adjust it at different shops.

Interviewer: - Roughly how many suppliers you have got you regularly supply them, rough estimate like 30/ 35 shops.

Respondent: - 30 shops, throughout the country.

Interviewer: - *Throughout* UK

Respondent: - ya

Interviewer: - Do you supply in Europe.

Respondent: - No

Interviewer: - Any other country.

Respondent: - No

Interviewer: - Budget, time and scope in fashion project

Respondent: - Aaaaaaaa

Interviewer: - What is more important from all these 3 things?

Respondent: -price, out of customer want is cheap price.

Interviewer: - OK

Respondent: - If I want to be in competition, people look around now.

Interviewer: - Are they searching around for cheapest things they are getting!

Respondent: - yes, it's not one of I provide regular service, so I govern the price that look this is my price if they are getting it cheaper I will lose the customer. But somehow I will cover with 2 new customers

Interviewer: - Do you have keep on searching new customers

Respondent: - No I have regular customers, but every time I lose 2 or 3 customers get 2 or three new customers.

Interviewer: - How important is time into completing projects? Is it fix you have to complete projects within weeks?

Respondent: - I won't take an order, which is complex I won't be able to complete

Interviewer: - If it is more tightly time bonded to you.

Respondent: - No I wouldn't take it because in weeks' time customer changes its mind. The customers may have wedding in 1-2 week can change their mind that, No I don't want it now

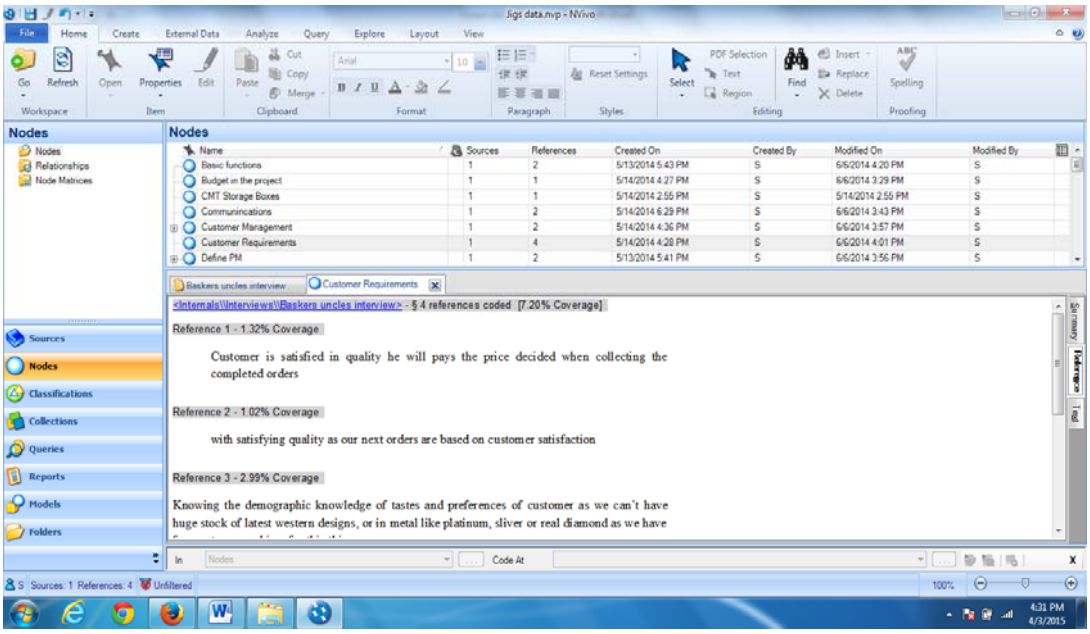
Interviewer: - what about customer satisfaction or scope?

Respondent: - Customer satisfaction is important, because they will do repeat order that supported from many years. Ok it is competitive but most of my customers are like loyal friend customers, so they will do repeat orders continuously.

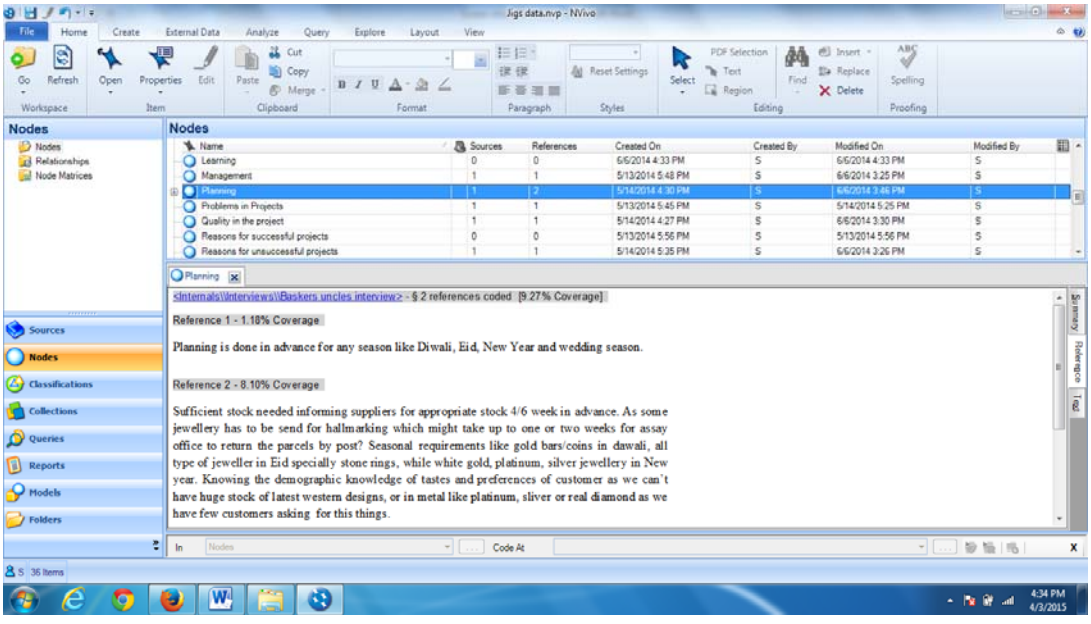
Appendix C: NVivo snapshots

NVivo snap shot of created nodes and text covered under the node

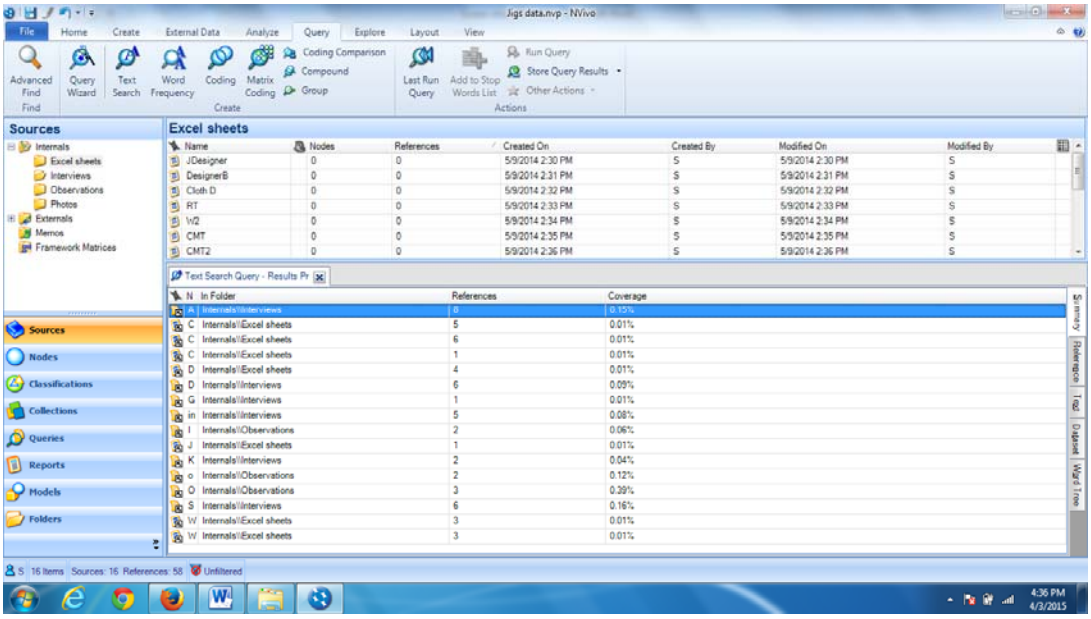
NVivo snap shot of created nodes and text covered under the node



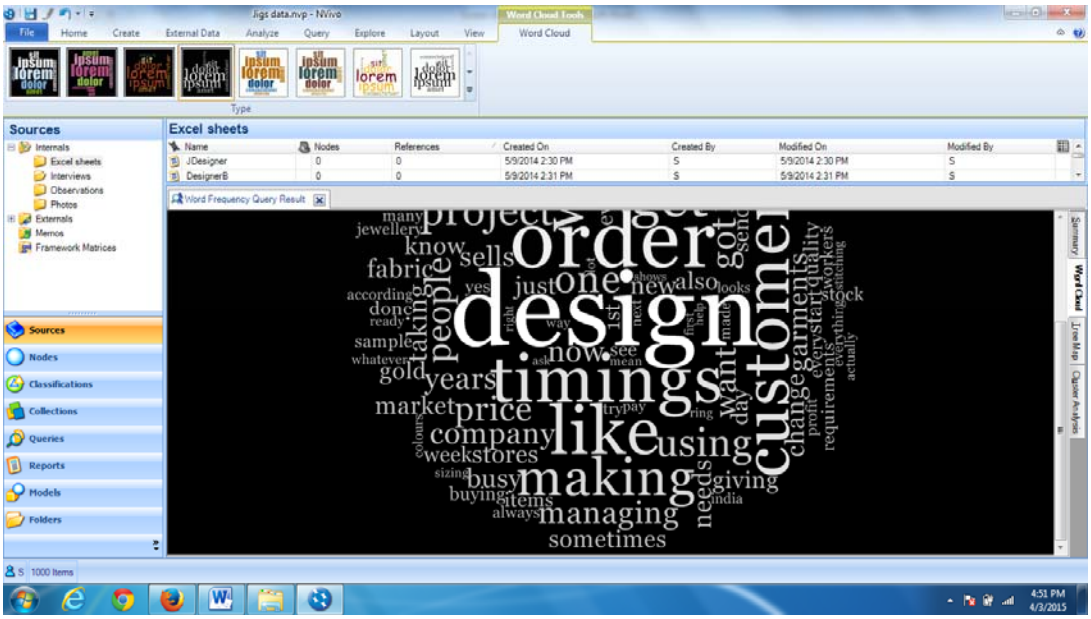
NVivo snap shot of created nodes and text covered under the node



NVivo snap shot of created excel sheets



NVivo snap shot of word cloud



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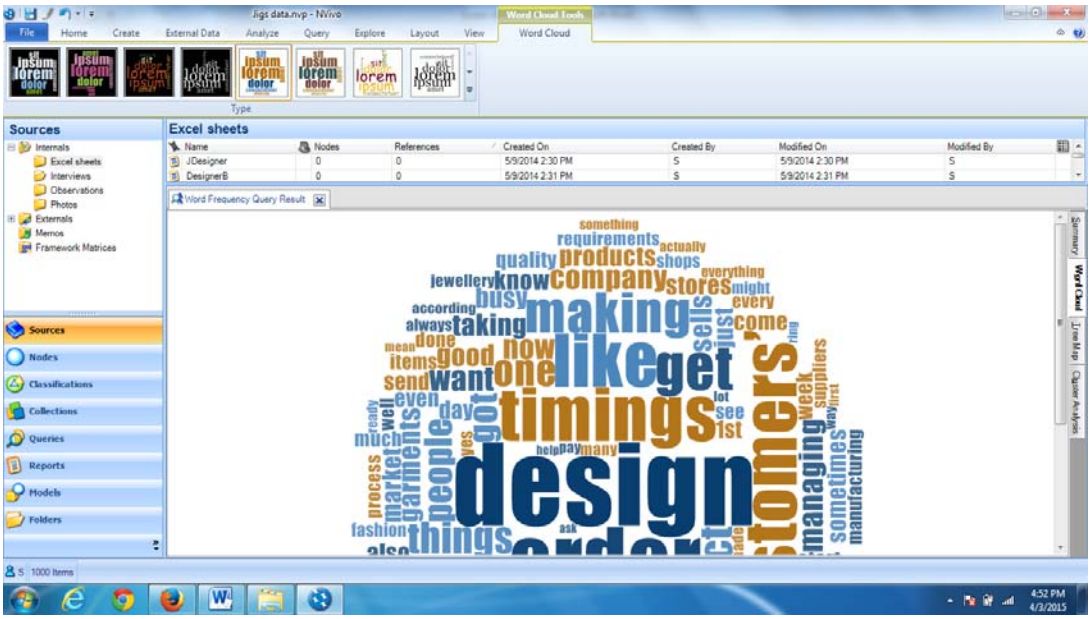
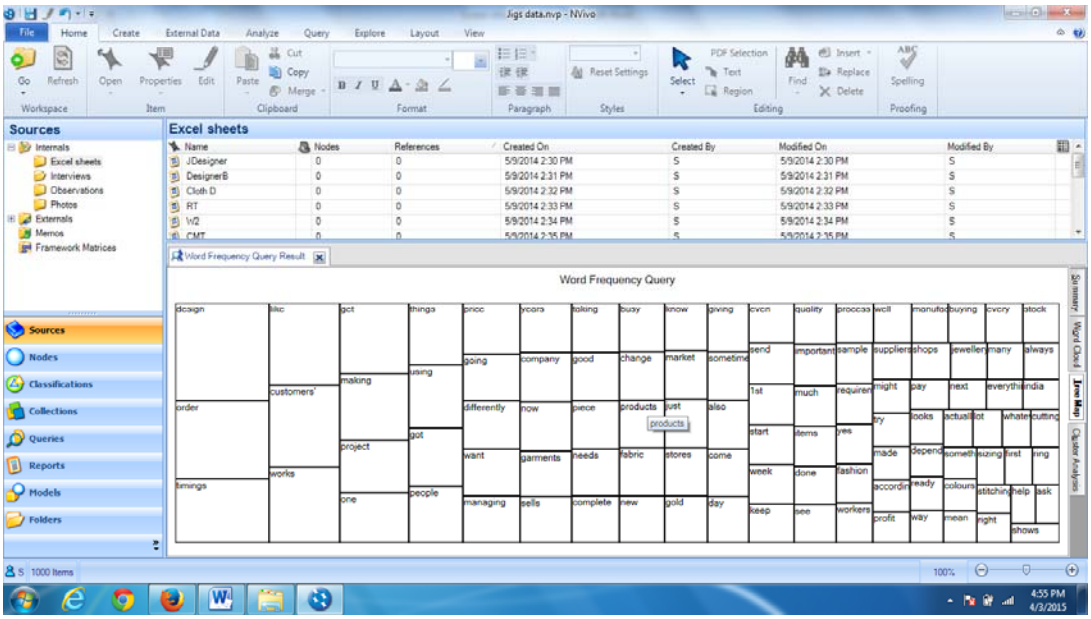
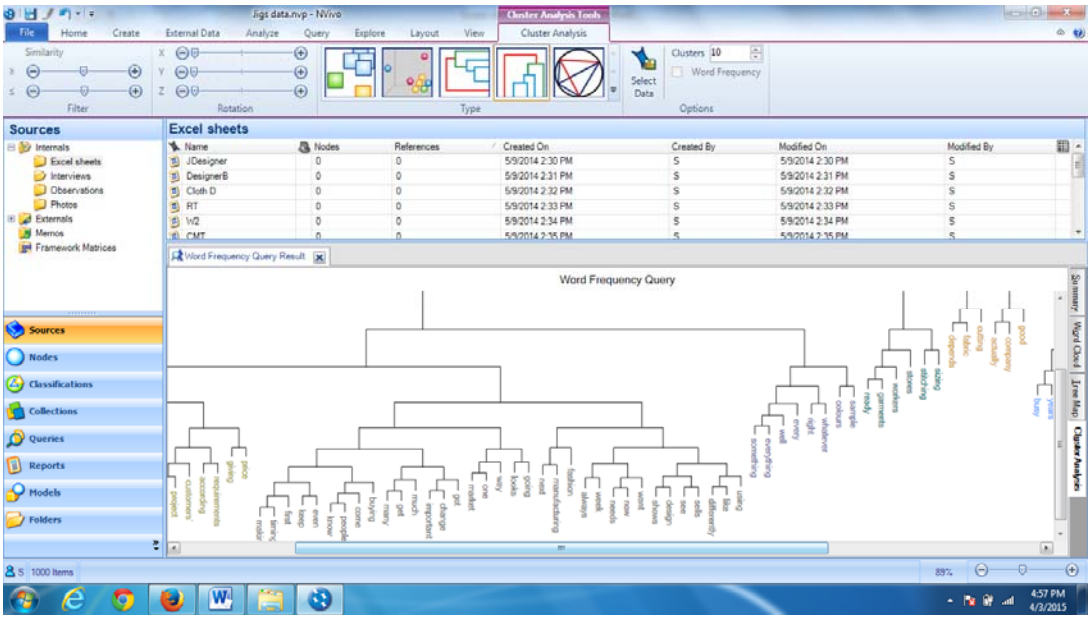


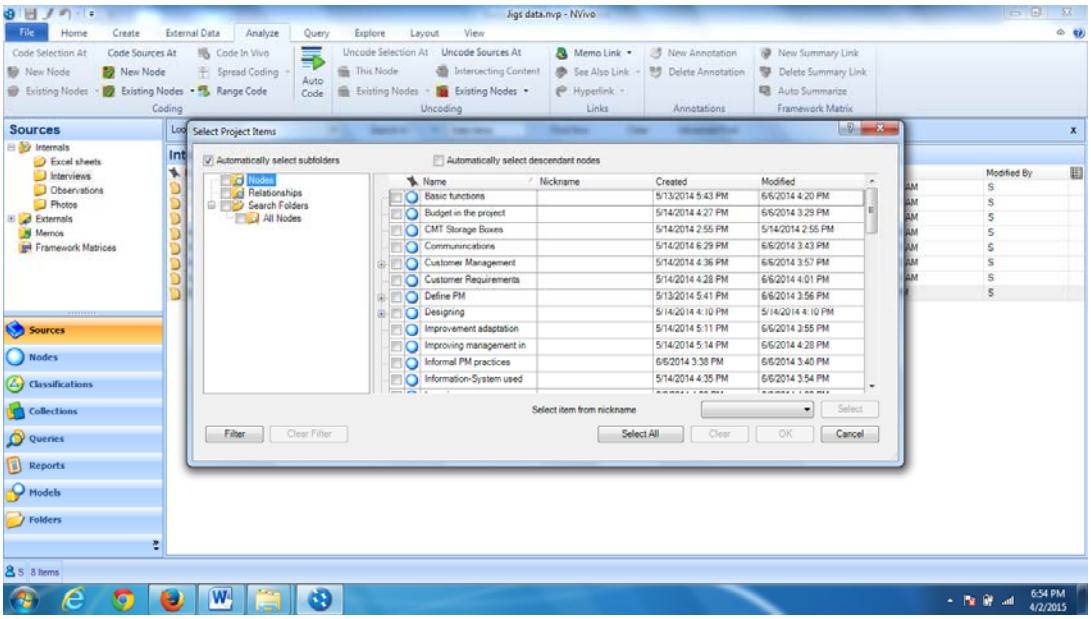
NVivo snap shot of word tree



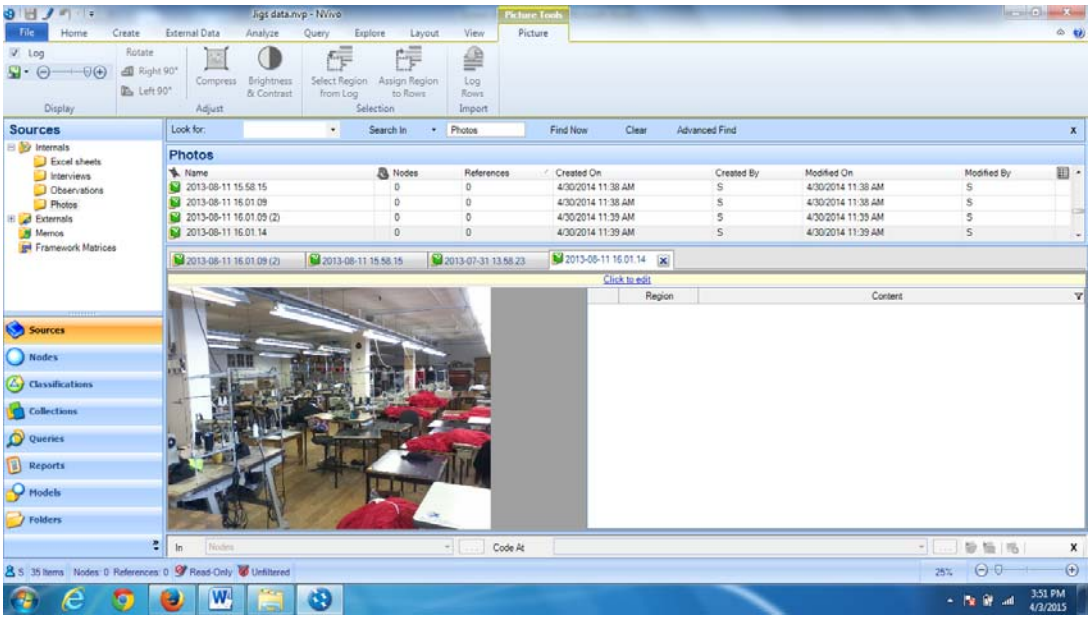
NVivo snap shot of cluster analysis



NVivo snap shot of created nodes



NVivo snap shot of photo analysis



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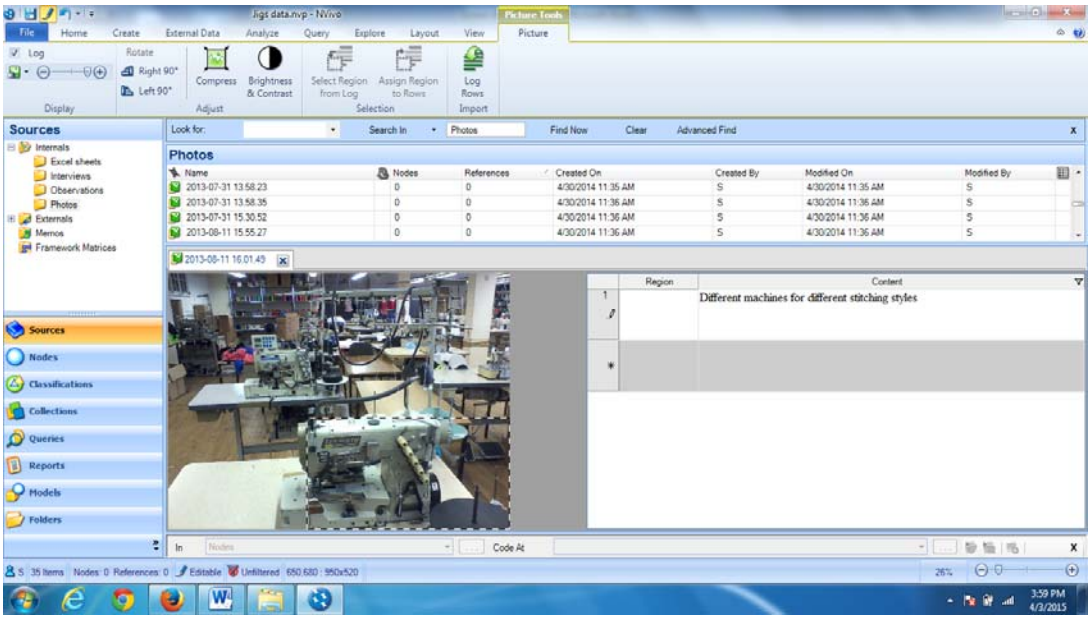

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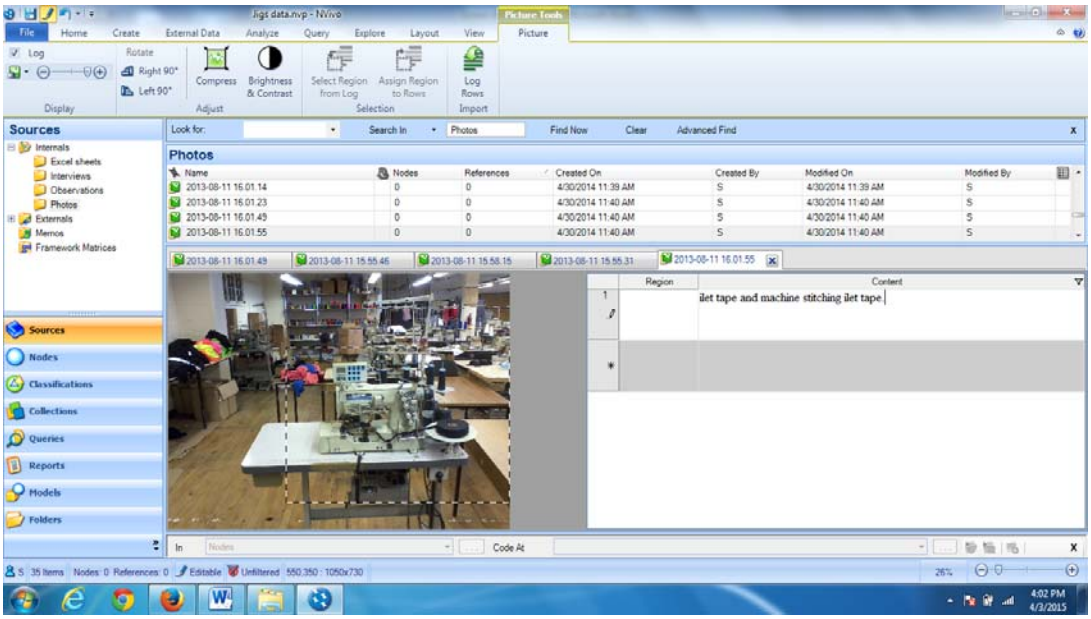

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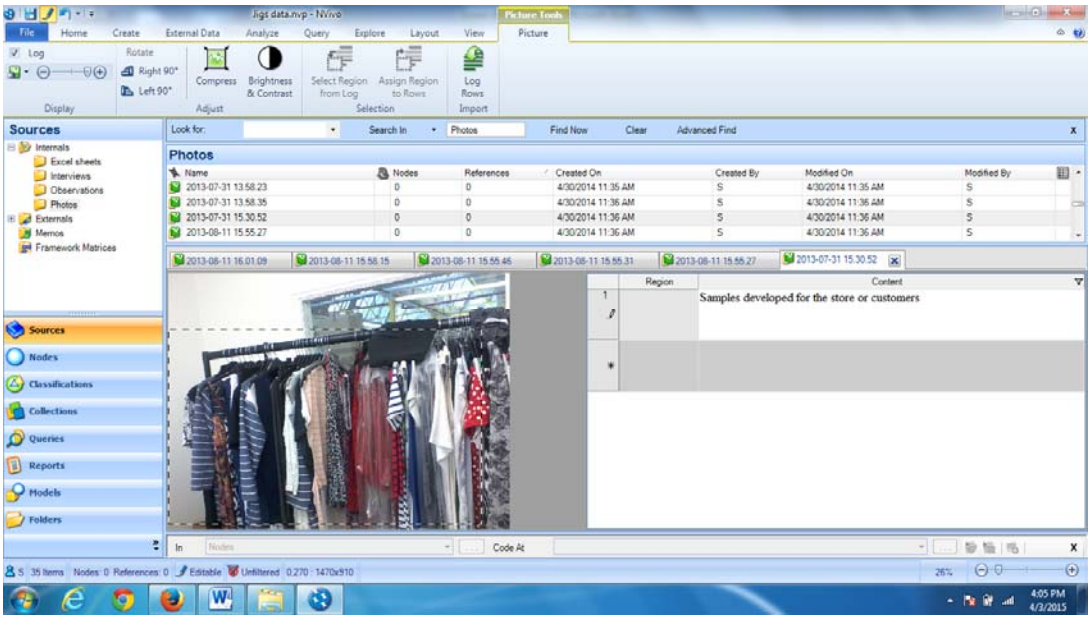
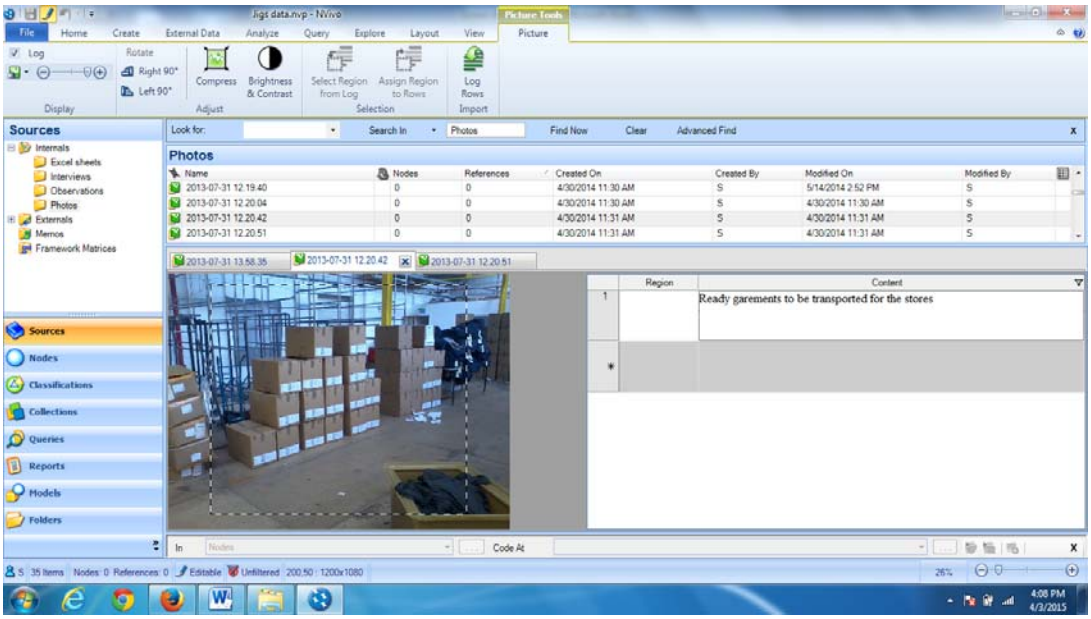


NVivo snap shot of photo analysis



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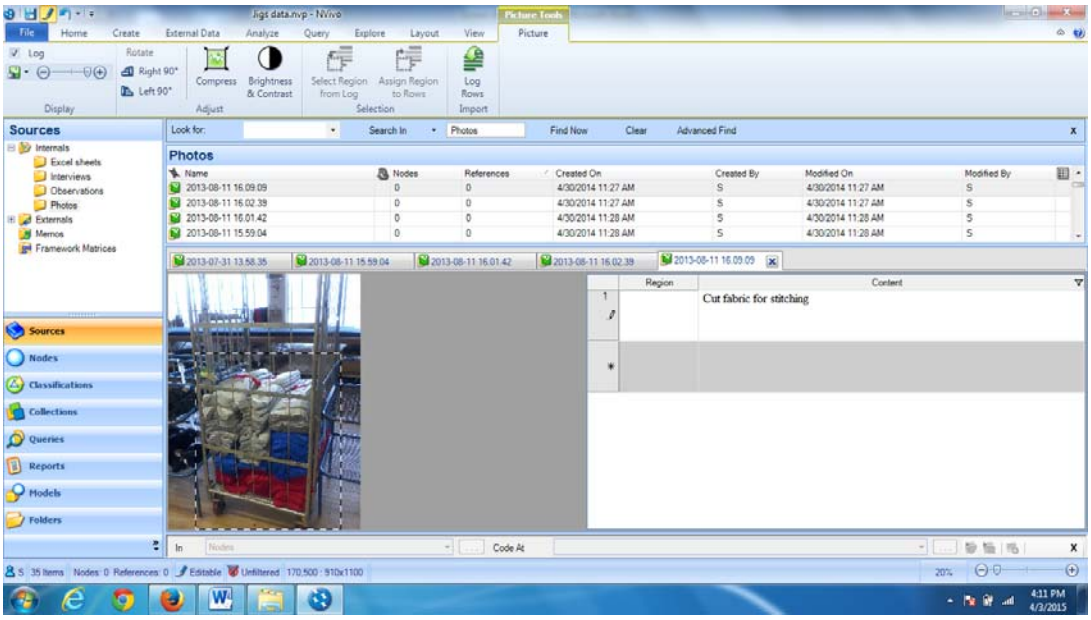


Appendix D: Coding theme map of thesis

Figure: Thematic map for the routine project management with UK FI SMEs.

Jewellery designer suggested having PM practice which can covers all the needs of the FI; also asked if PM should be such as spider web covering all the project requirements of the UK FI SMEs.

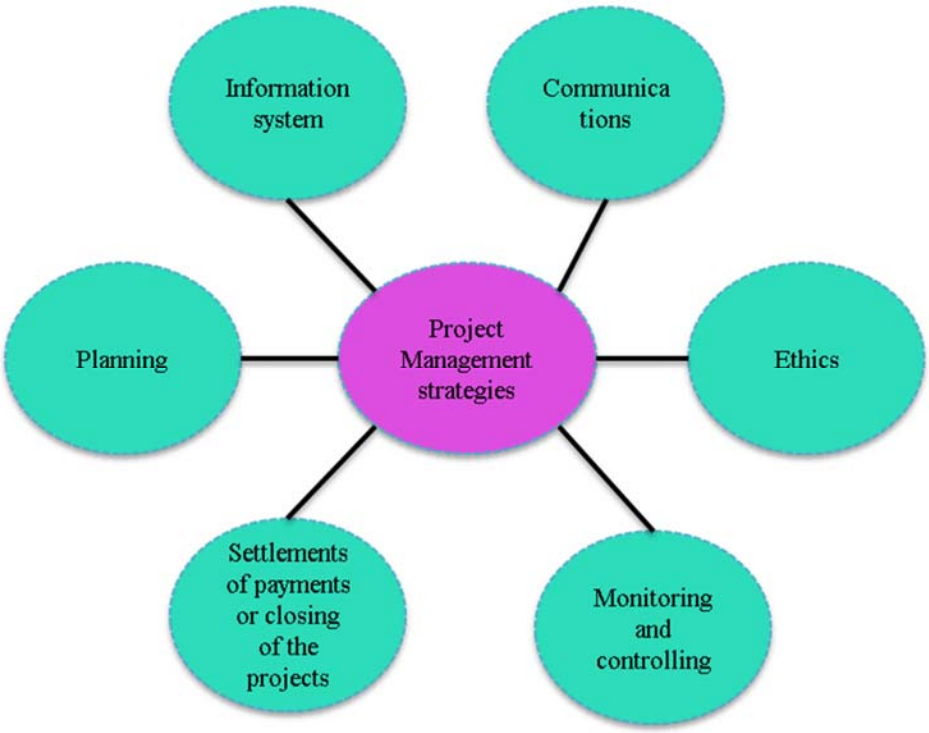


Figure 3.26: Thematic map for sensing new opportunities with UK FI SMEs.

The figure highlights the themes or patterns coming from the data; showing how case companies found new opportunities in their trade. Four main themes (categories) are found in the sensing new opportunities theme and a further thirteen sub-categories were found.

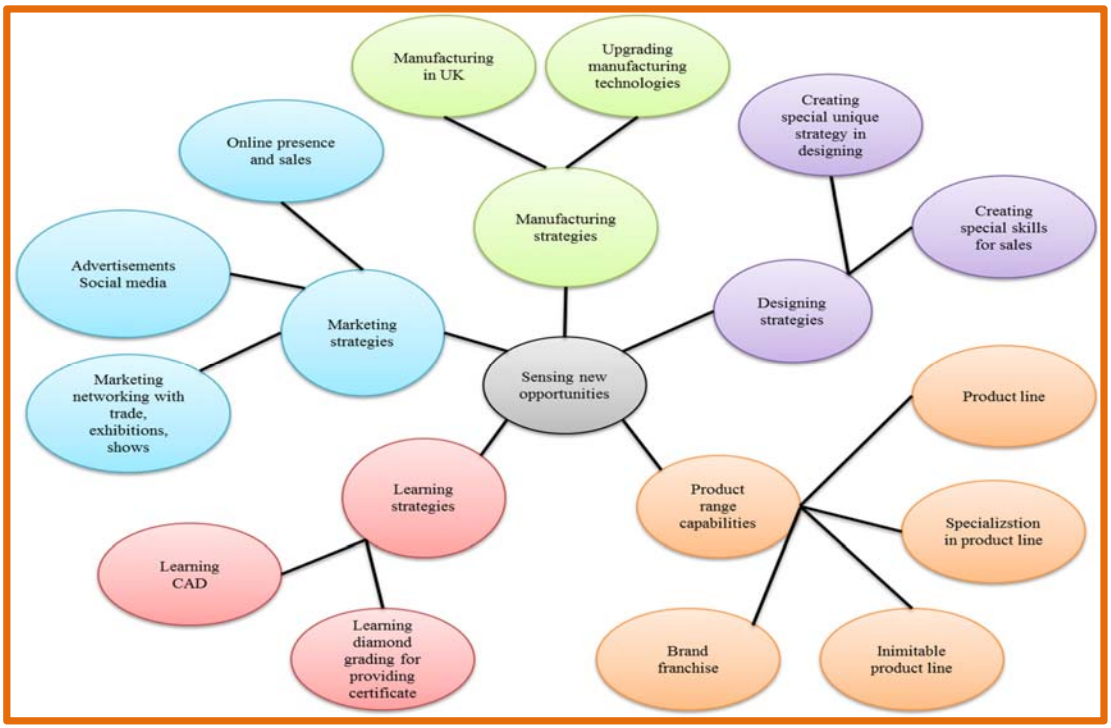


Figure: Thematic map of manufacturing capabilities with UK FI SMEs

The third theme of the research is manufacturing capabilities; this category has two sub-categories. These two sub categories have a further seven sub-categories.

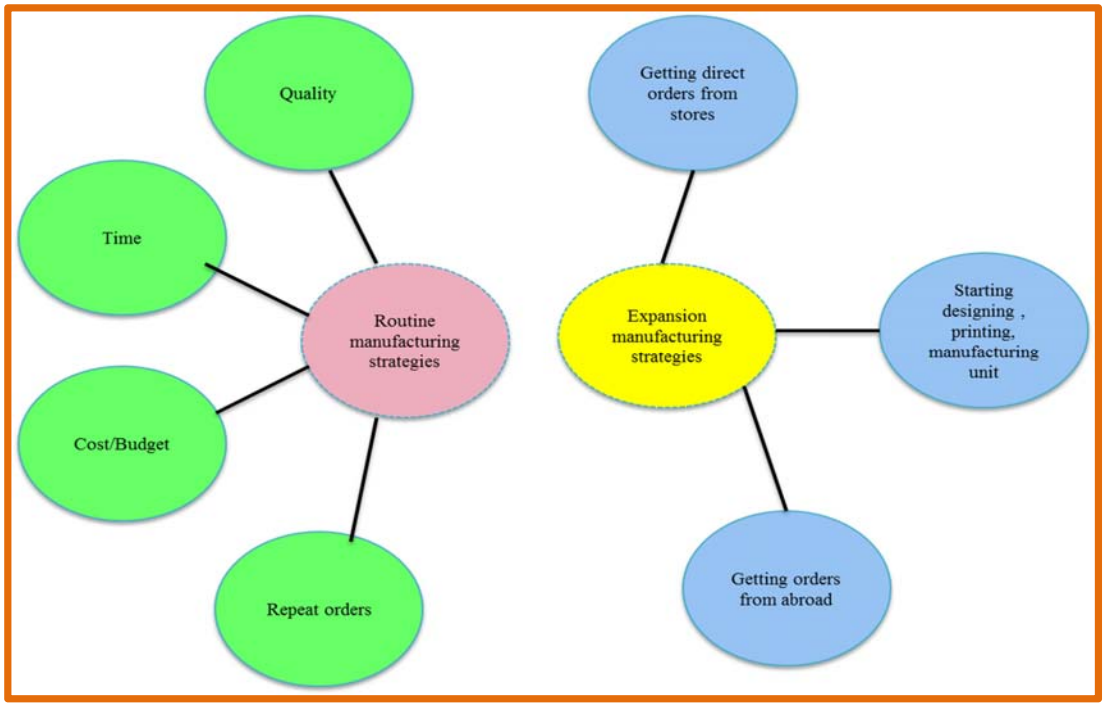
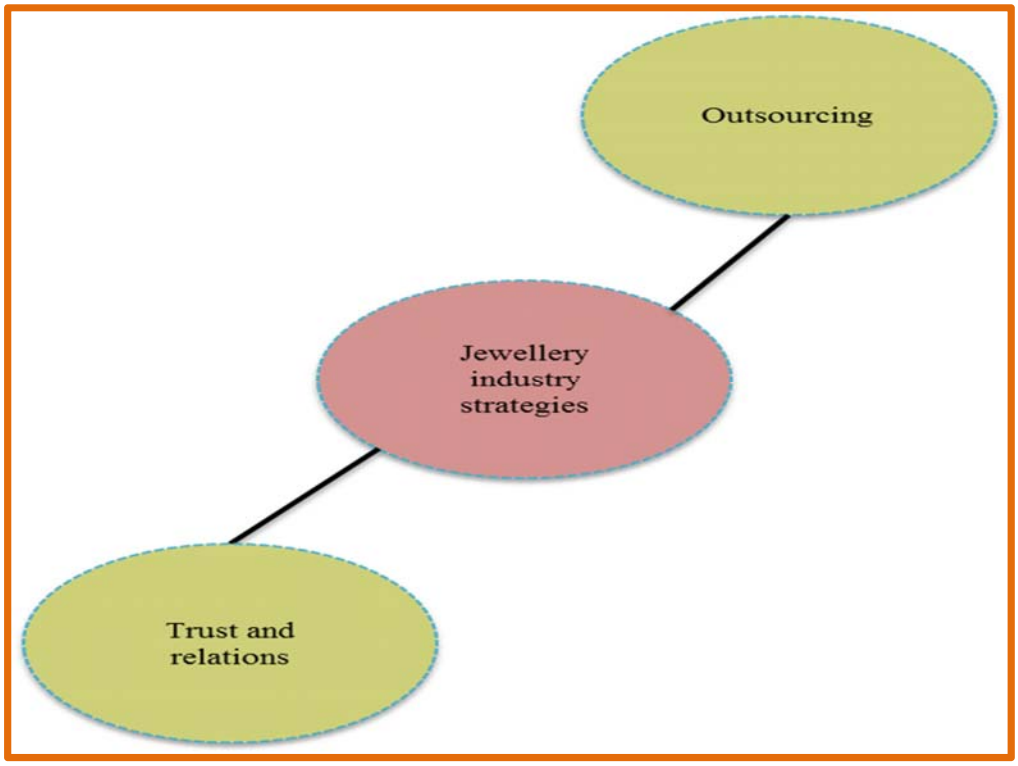


Figure: Thematic map of Jewellery industry capabilities with UK FI SMEs

The fourth theme found two sub-categories helping the jewellery industry in their trade



Appendix E: Future publications

Working papers

1. Godhania, S. A., Ramanathan, U. and Williams, N (2016) Dynamic Capabilities for Fashion industry (International Journal of Production Economics)
2. Godhania, S. A., Ramanathan, U. and Williams, N (2016) Project Management as Dynamic Capabilities: Exploring from Routine Project Operations of the Fashion Industry (International Journal of Project Management)

Appendix F: Consent form

Ethical consent form

Name of interviewee:

Designation: CEO

Company (Case name): CMT-2

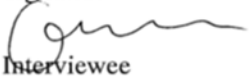
Date and time: 8th August 2013

I am willing to provide the information to Miss Sonal Godhania, PhD student at University of Bedfordshire, United Kingdom as part of her research. Sonal's research title is ***"Fast Fashion: The Dynamic Capabilities Underlying Project Management in the UK Fashion Industry SMEs".***

I am willingly providing her with interviews and site visit at our premises for her research project. The name will be kept anonymous (not to be shared to anyone). My participation is also voluntary and I can withdraw at any stage of her research.

Best Regards,

Signature



Interviewee

18th July 2012

To whom it may concern:

This is letter is to confirm that I will help with the research Sonal Godhania chooses to undertake, and participate where necessary.

Kind Regards,

Jig Pattni

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